



Annual Review
2019/20

Contents

Welcome from the Chief Executive

Who we are

Strategic Direction 2018 - 2021

Vision, mission and values

Section two: Our Core Services

Quality of Care

Our training provision and highlights

Section three: Our asset base

Section four: The non clinical team

Fundraising highlights

Page

3

6

7

8

9

13

14

15

16

23



'always there to care' 

Welcome from the Chief Executive

Welcome to the Lindsey Lodge Hospice Annual Review 2019/20, which will offer you information about our key work streams and achievements over the past year.

It will be four years in July since I joined the organisation and probably think this one will be one of the more memorable in terms of highs and lows in the year. We achieved a significant amount of work with particular success in retail and within our own on site restaurant of which I shall detail further in the report together with new clinical services. However we have ended the year with 15 retail outlets closed and a vastly reduced workforce, which has been devastating to us as we were affected by the Covid 19 virus.

Our care services have been extremely challenged as they have adjusted to the use of PPE during routine care giving and supported patients and family members of who have had the virus. Added to this we had to close down our Wellbeing Services due to the need for isolation and restrict visiting to those only at the end of life. As for many health professional and businesses this has been extremely traumatic and a lifetime experience for our society.

Our challenge for the coming year is to re-invent ourselves and survive this ordeal, which we know will mean lots of adjustments and new ways of working. We will look for the opportunities and learning from our journey during the pandemic and aim to continue to sustain our services.

Ending on a positive note in this report I will aim to share our highlights from the past year and there are many and it is very timely to remind ourselves of what we have and can achieve with successful team working.

Key Highlights

- As always it is very difficult for me to pick out highlights, but this year it would have to be our Hospice UK Innovation of the Year Award as this one key achievement demonstrates the multidisciplinary working we have fostered and strong patient engagement. Born from a patient attending the hospice on a weekly basis of whom was keen to align his support with outdoor horticulture, the fundraising team sought out appropriate grants and were successful with a bid for a Polytunnel. Care staff led by our Director of Nursing and Patient Services redesigned a blend of traditional care linked to outdoor gardening and rehabilitative therapy to be enjoyed by many patients. Culminating in home grown produce that went to the kitchen, the initiative also brought gains for our catering staff who were able to use the fresh produce. So an initiative with end to end benefits, many staff involved and most importantly patient satisfaction.



Karen Griffiths
Chief Executive



- Having spent a lot of time in fundraising last year, supporting this growing team, my time over the last 12 months has had a focus in retail as we reviewed all our shops and were supported by the Board of Trustees to expand our retail portfolio. I have never scrubbed so many floors and working alongside retail colleagues we opened 5 new shops in Crowle, Thorne, Gainsborough, High Street Scunthorpe, Barton and we re-vamped Laneham Street, our flag ship store, and re branded this into a dedicated 'Home and Gift Shop' and opened up a new Retail Donation and Distribution Centre. This was hard work but with a target of end March 2020 to achieve this we did it with a view to increasing our retail income in 2020/2021 - then the world changed!

We continue to work in cognisance of the national picture and government guidance and now need to acknowledge that change to our income generation from Retail and Fundraising will be different. We are a strong team supported by a very capable Board of Trustees and will now aim to reinvent ourselves as we move into 2020/2021.



Activity Summary

You will note from our detailed activity analysis that our admissions, bed days and bed occupancy have all increased throughout the course of the year as patients and families continue to choose to access our services. This is fantastic for us and reminds us we have a place in this community. 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 introduced fatigue clinics and new breathlessness services on the back of successful grant applications and have a fully equipped on-site gym to support rehabilitation and assessment as patients adapt to coping with a long term illness.

Increases in activity

Total activity for all commissioners – NL CCG account for 96% of all our activity						
Activity category	2015/16	2016/17	2017/18	2018/19	2019/20	% increase
Number of bed days	1,947	2,205	2,160	2,503	2,686	+38%
Number of admissions	130	151	145	254	258	+98%
Average occupancy (10 beds)	53%	60%	59%	70%	74%	+21%
Number of deaths	76	83	79	163	177	+133%
Average length of stay (days)	14	15	15	11	10	-
Day unit attendances	2,084	2,193	2,090	2,304	2,493	+20%
Lymphoedema appointments	951	1,192	914	935	950	-0.1%

With continued thanks to local businesses and donors for their fantastic support we have 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 eight 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. We also continue to work with other providers and have worked more closely with other local hospices, sharing experiences and resources where sensible to do so and with the local Acute Hospital. There is more to do as End of Life Services are featured in local hospital CQC reports and need to be improved further and we have a responsibility to contribute to this for our community.

We publish further detail on our clinical services and activity in our Quality Account produced by Maureen Georgiou, Registered Manager, Deputy Chief Executive and Director of Nursing and Patient Services.

Without the contribution of staff, volunteers, supporters and donors we wouldn't achieve the many things we have this last 12 months and therefore I take this opportunity, on behalf of the senior management team and board of trustees, to thank them all for supporting us. It is greatly appreciated and hopefully this annual review demonstrates the significant efforts and inputs we have made across the locality.



Section one: Who we are



Lindsey Lodge - let's hope you know!

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 28 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. Approximately 30% of our annual running costs are provided by NHS grants.

What is our core business?

'Always there to care'

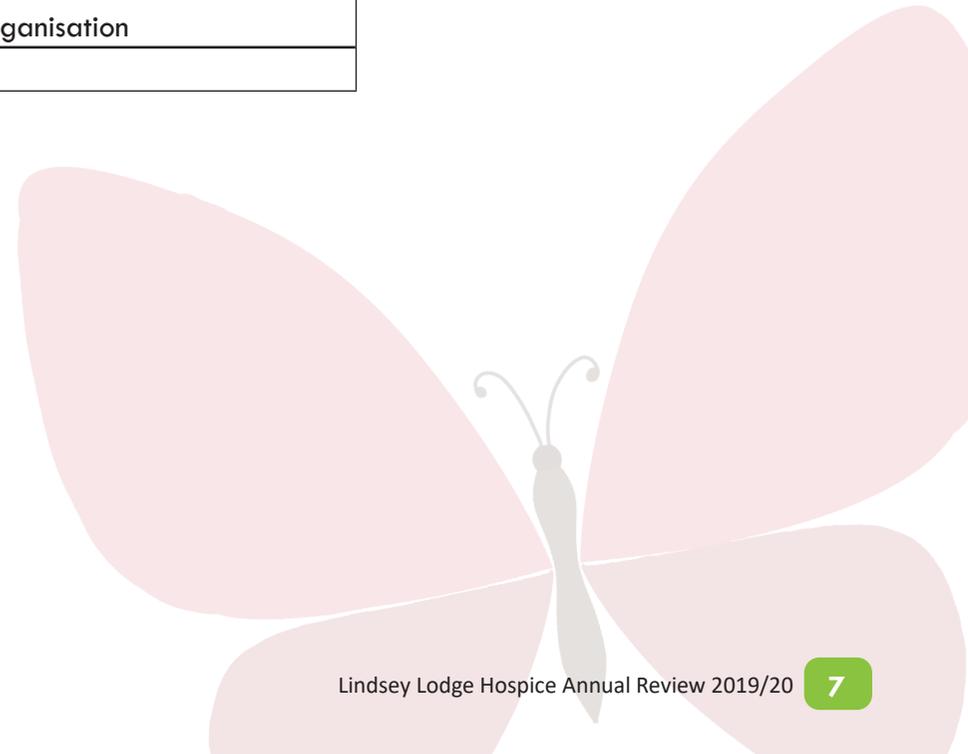
Our Mission Statement is 'always there to care', but we also aim to promote self-care and admission avoidance to acute hospital as far as possible.

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. Our care is not only for those in the last months or days of life but aimed to help those from diagnosis of a life limiting condition to live well and have a good quality of life in the community. Families and carers are very integral to our care and we aim to understand their needs and support them particularly with pre and post bereavement support. Therefore our care is not just about the patient but about the family and carers' needs too and we will support this in a way that is appropriate to all.

We agreed a strategic direction in 2018 aimed to steer work over a three year period, it is pleasing to note much of this has been achieved and the Board have an ambition to refresh this in 2020/2021 linking to the Northern Lincolnshire End of Life strategy refresh that is currently being considered.

Strategic Direction 2018 - 2021

Inpatient Unit	<ul style="list-style-type: none"> • Current occupancy 74% (10 beds) • Need to move to 85% consistently • Determine what is the locality need in terms of future bed use?
Day Care	<ul style="list-style-type: none"> • Identify what we do well • Identify what are our gaps in terms of service provision acknowledging the changing needs of our patients • Detail what facilities and services do we need to offer?
Service Expansion	<ul style="list-style-type: none"> • How do we extend our family and bereavement support services? • How can we work towards 7 day admissions? • Consider transitional care beds (nurse-led)
Partnership Working	<ul style="list-style-type: none"> • Work with local GPs to help identify patients that could use hospice service • Improve our referral rate of non-cancer patients (currently 20%) • Involve partners and the local community in service development
Environment	<ul style="list-style-type: none"> • Ensure our premises are fit for the future • Explore neighbouring land purchase • Ensure support staff can service the changing organisation
Delivering outstanding care	<ul style="list-style-type: none"> • Become an 'outstanding' organisation



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 relationship 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



Section two: Our Core Services

We are a team

We are a Multi-disciplinary team and the organisation employs a total of approximately 132 staff (80.60 wte). Broadly our teams operate with smaller teams of:

- Clinical Staff
 - Medical Staff
 - Doctors
 - Nurses
 - Therapists - Occupational Therapy, Physiotherapy, Complementary and Lymphoedema staff
 - Counselling and Bereavement support Staff
 - Psychologist
- House Keeping and Catering Staff
- Retail Staff
- Fundraising Staff
- Administration and Clerical Staff
- Finance Staff
- Workforce Staff
- Gardener/Handyman
- PR, Communications and Marketing Staff

We are supported by approximately 400 volunteers



Inpatient Unit (IPU) offers 24 hour care

Accommodation within the Inpatient Unit comprises six single rooms along with two two-bedded rooms, which all 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. We display our safe staffing numbers per shift and our quality outcomes.

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 and do involve family, carers and 'pets' in their care.

A Respite Service was launched in July offering a dedicated nurse-led respite service, available to patients in a booked manner to support families and carers should they require breaks. We have also supported emergency respite and these occasions may be as family members suddenly become unwell or a crisis occurs in the family. We have received regular bookings from patients choosing to spend personal allocated NHS budgets with us. The patient stories following respite have been taken to the Board and have been very powerful, demonstrating benefits from this newly introduced service.

A Hospice Liaison post was trialled over the year with Elaine Bradley taking up a 6 month pilot post in order to assist wards with identification of patients and improve the flow of patients from local hospitals to Lindsey Lodge Hospice. There has been a very positive response from the acute Trust and we thank Elaine Bradley for supporting this development, she has successfully completed the NHS Leadership Academy Award in Healthcare Leadership Foundations and therefore has much to be proud about with her achievements this year.

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.

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 in Palliative Medicine. Dr Lucy is employed by the Acute Trust and is supported by Dr Ahmad Al-Khattat, our employed specialty doctor. The team support GP trainees of whom are qualified doctors undertaking further studies to enable them to move into general practice. We have been fortunate enough to have two trainees during the year of whom usually undertake a 6 month placement with us. Our doctors support education and training and link to medical staff in both the hospital and primary care. Our doctors have worked very flexibly to better support admissions and improve our access over 7 days. This has been recognised positively by referrers and we need to build on this to substantiate 7 day rotas. We thank our doctors for their hard work and commitment to us over the year.

We have also had fundraising support from local medics who gave Lindsey Lodge a £1,705 boost in the summer. Two teams of North Lincolnshire medical staff took on a charity cricket challenge and enjoyed the sport, involved families and raised us a significant amount of money.



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 Registered Counsellor Carolyn Connor to Lindsey Lodge in June 2018, working with assistant Emma Thorpe they have used the year to bring further expertise and strength in caring for patients and families with a wide range of pre and post bereavement needs and both have become a vital asset to the organisation.

We held our Memorial Service at St Bernadette's Church on Sunday 12 May to remember and celebrate the lives of more than 300 people who have passed away at Lindsey Lodge Hospice. Many thanks to their loved ones for joining us at this important event, our chaplains for the lovely service, the St Cecilia Singers for their beautiful performances, our wonderful staff for their support and to St Bernadette's for hosting us.



We continue to be supported by psychology expertise and chaplaincy services and these services also flexibly wrap around the patients attending our Inpatient Unit Wellbeing Centre to meet emotional and spiritual needs

Lindsey Lodge also teamed up with local companies to support Dying Matters Week. We'd like to say a big thank you to Pepperell's Solicitors and Jason Threadgold Funeral Director for supporting us during Dying Matters Week this year making, difficult conversations possible for both the public and our patients.

Infection Prevention and Control

Our approach to Infection Prevention and Control remains vigorous using audit to help staff to maintain their high standards around the Hospice.

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

Patient Feedback highlights

We regularly report on feedback through 'You said, we did' which is visible for patients, staff, volunteers and patients to view and our Quality Assurance subcommittee of the Board take a responsibility for the oversight of clinical audit and patient feedback.

A new theme this year has been to take patient stories to the Board in order they receive both positive and negative experiences from users of our services and help consider how we may improve. We have done this through received letters and compliments, captured feedback and actual patient attendance. Feedback continues to be extremely important to us.

Mental Health

A key topic of focus over the year and Mental Health Awareness Week was marked 13 - 19 May, and Mental Health First Aider, Senior Nurse for the IPU, Karen Andrew has taken a lead role to bring heightened awareness in our workplace and we thank her for this focus and dedication this year.



The Wellbeing Centre

Our 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 has continued to transform. They have had a brilliant year demonstrating lots of innovation in clinical practice.

Patients continue to present 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
- Beauty therapy
- Spiritual care

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

Physiotherapists, Occupational therapy and Complementary therapy are key leads and very integral to care in our Wellbeing Centre. All the Wellbeing team are led by Senior Therapist Sarah Hodge and we are proud of their achievements, particularly with grant submissions working with the fundraising team that have supported improvements in patient care this year.



Patients enjoy festivities

Our Wellbeing Centre has a patient lounge where patients can enjoy art and crafts and meet new people with similar health needs, along with a sunny conservatory and a number of therapy rooms. We have a gym, outdoor summerhouse and polytunnel for use by patients and families as part of care services.



Patients have enjoyed a whole host of entertainment and social activities that support loneliness and often social isolation as disease progresses, particularly over the festive period ranging from bell ringing, to ukulele playing, to Christmas songs, our entertainers 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.

Specialist elements to our care

Services and training to support coping with dementia has also been a strong feature of our work as we are aware of this growing need and this has linked to the continued remodelling of our Wellbeing Centre that now offers a very blended service with more focussed sessions and clinics to offer an increased range of services. We have seen patients 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. Our sessions include fatigue clinics, breathlessness clinics, a direct access doctor clinic, occupational therapy led sessions, foot care, beauty therapy and a spectrum of complementary therapy that is accessible to all those attending. All services 'wrap around' the patient, who has a named nurse who will guide access to other care services as appropriate. We pride ourselves on offering a very holistic package of care that is easy to access and is very seamless.



Football legend Allan Clarke helped launch the hospice gym, cutting the ribbon on the facility which is aimed to support mobility assessment, improvement and rehabilitation, ultimately improving lives of patients with life limiting conditions.

The Enablement Gym which was funded thanks to a £10,894 grant from the Rank Foundation in partnership with Hospice UK.

Daybreak

We've launched a brand new respite day care service to give carers a much needed day off.

The Hospice's Daybreak Service operates from the Wellbeing Centre every Monday, between 10am and 3pm, offering personalised, non-medical care for North Lincolnshire adults who are unable to be left alone for long periods of time, this service has been very rewarding as families benefit from valuable time whilst trusting us to pick up on care for a day of their loved one.

Breathlessness support strengthens

Grant funding supported services are helping people living with life limiting lung conditions and their families breathe easy thanks to a new programme of care provided by £40,000 of grant funding. Lindsey Lodge Hospice has been awarded a major Hospice UK grant award through St James's Place Charitable Grant Programme in 2019 to provide the Breathe Easy Enablement Programme (BEEP) to support more patients diagnosed with progressive lung disease to participate in exercise, learn about their condition and how to self-manage at home. The service has a focus on providing personalised supportive care to enable them patients to 'live well', particularly for those approaching their last year of life.



Quality of Care

We presently have a GOOD rating from the CQC.

There are lots of clinical highlights as patients and families offer great job satisfaction to us, as we share in memory making and special moments but there are also rewarding quality achievements and the Documentation Audit (24 April) 2019 demonstrated the overall compliance rate was 91% which is a fantastic achievement as at the previous audit in October 2018 it was 42%.

This documentation audit was undertaken with the aims and objectives of:

Embedding how good record keeping helping to protect the welfare of patients by promoting:

- High standards of clinical care, according to evidence-based guidance where this is available
- Continuity of care
- Better communication and dissemination of information
- Accurate account of assessment, treatment care planning and delivery
- Ability to detect changes in the patient condition

The Project objectives were:

- To ensure a Hospice-wide approach to Record Keeping
- To measure compliance with agreed standards and to formulate actions where standards are not met
- To update the combined quality and CQC improvement plan

10 sets of IPU notes and 10 sets of Wellbeing notes were reviewed which incorporated both the paper record and Systm One record to measure compliance against 87 individual standards. This type of activity and there are many others (detailed in our Quality Account) help demonstrate that our care is of a high standard and is to be commended.

Our training provision and highlights

We use Evidence Based Practice to enhance the quality of care and employ a 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.

Edward Jenner Programme success - Well done to our Senior IPU Nurse Karen Andrew and Clinical Trainer Sally Watson who have completed The Edward Jenner programme attaining the NHS Leadership Academy Award in Healthcare Leadership Foundations.

Lindsey Lodge Hospice is committed to being dementia friendly, so in support of Dementia Action Week (20-26 May), members of our nursing team went out and about in Scunthorpe town centre encouraging people and businesses to pledge to do something to support people with dementia. They not only signed up over 100 people - they also gave out information about our Hospice services and all of our fundraising events - so a big thank you to all of them!

Meanwhile, our **Dementia Friends** trainers Karen Andrew and Sally Watson took their training to Humberside Airport, Ashby Wesley Methodist Church and held other sessions at the Hospice, bringing the total number of Dementia Friends to over 200, a fantastic achievement.

A Palliative Care Course ran over six weeks was hosted for colleagues across Northern Lincolnshire in conjunction with the Specialist Palliative Care Teams. Delegates have received training in a diverse range of subjects in order to increase their knowledge and confidence in dealing with palliative care patients and their families.

Resuscitation Training - 100% of our clinical staff have now successfully completed their Basic Life Support Training. This was provided by a Senior Resuscitation Officer from the hospital and has received superb feedback. As we move into providing intravenous therapy, this training was scheduled and delivered successfully.



Section three: Our asset base

The Hospice entered 2019/20 facing significant financial challenges. The deficit reported in the preceding financial year amounted to £418k; the increased cost of staffing due to the nationally agreed NHS pay award was expected to place a significant additional financial upon the Hospice's overall financial position during 2019/20.

The Board recognised the unsustainability of this position and embarked upon a series of measures which were aimed at reducing both the deficit and the underlying financial pressures which drove it.

The 2019/20 budgetary plans contained proposals to increase the number of retail outlets operated by the Hospice and the overall geographic area in which they serve. In addition, the Hospice planned to expand the scale and remit of the Hospice's fundraising operations in order to build upon the significant amount of goodwill the Hospice enjoys across the local community. Finally, the Hospice entered high level discussions with local NHS commissioners in order to increase the amount of funding provided from NHS sources in recognition of the significant increase in care provided to patients from the local population.

It was anticipated that the combined impact of these measures would allow the Hospice to significantly reduce the scale of the financial deficit although the final budgetary plan agreed by the Board did not expect all of the new initiatives to fully deliver in year one and so we still forecasted that the Hospice would report an operating deficit (pre-depreciation) of £210k for the year.

The Hospice reported a year-end operating deficit of £172k – slightly better than originally planned and a significant improvement on the preceding year.

When the depreciation charge of £152k is included, combined with a loss of £40k in the overall value of the Hospice's investment portfolio the Hospice reported an accounting deficit of £364k.

An increase in legacies received from local residents combined with continued controls on pay costs were also key features in allowing the Hospice to better its in-year financial target.

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. We now own approximately six acres of surrounding land which is an investment and presents opportunity for us in terms of future income generation.



What does the future hold for us in terms of service provision?

During 2019/20, the Hospice provided the greatest volume and widest range of services in its recent history. This performance will not be repeated in the following financial year as a significant proportion of the year will be under some form of lockdown. As the Hospice emerges from the Coronavirus pandemic the Board are actively looking at ways in which we regain the progress made in previous years. However, the financial challenges remain. The financial year 2020/21 will be one of transition from one where our clinical and fundraising activities are curtailed due to the Coronavirus into one where we adapt to new clinical care and financial circumstances as they evolve. The construction of longer term plans to sustain our services for the future will be the key focus for the Board during 2020/2021. We are currently working with our local CCG's and other health provider partners across North and North East Lincolnshire and we are refreshing the End of Life Strategy, this in turn will inform a refresh of the Hospice's Strategic Objectives.

What does this mean?

This means we have recognised that End of Life Care across North and North East Lincolnshire is the collective responsibility of all health partners and there are areas of good practice across the locality and areas that require improvement, therefore we have a collective ambition to move with more pace to support improvement across all parts of the community, primary and secondary care. We therefore need to work together to share best practice and resources to strengthen provision over the next year. We will be leading on some of this work in the health system and engaging with others, our work is not in isolation.

Section four: The non clinical team

Professional management support

The Hospice has internal teams which cover a full range of disciplines namely: Workforce and Volunteer management, general administration and clinical governance expertise, PR, communications and marketing and IT/IG services and finance.

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

The Board of Trustees

Our 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. The Trustees are volunteers and we thank them for their enormous contribution to our organisation over the course of the year.

The Board 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 supported the Board with development opportunities. Our Chairman is Andrew Horwich, Deputy Chair, Alan Bell, and they are supported by 7 other trustees taking lead roles and responsibilities for work in sub committees or strategic work streams of the Board.

Our subcommittees are:

Workforce - Chair Angela Lidgard
Finance and Business Development - Chair Alan Bell
Quality Assurance - Chair Dr Pat Webster

Other trustees are Pete Wisler, Nichola Threadgold, Dr George Thomas, Peter Stapleton and Jim Dunn.

Nichola has spent time in retail and understanding our workforce this year, Pete is taking forward work on partnership working. Jim and Peter are newer to the organisation and continue to link to all areas to build up their knowledge of the organisation. The Board have been keen to better understand volunteer roles and Dr Pat Webster has taken an interest in this over the year. Roles and responsibilities do change as it is important 'fresh eyes' provide oversight to our work and therefore a 'terms of office' guide trustees tenure and link to our changes.

We take this opportunities to thank trustees leaving us this year for their voluntary contributions and said good bye to Paul Watson, Mark Lowden and John Birch.

Half day workshop delivered to Trustees

A big thank you to Lisa McWilliam (pictured with our Workforce Manager Jane Lacey-Hatton) a learning and development Facilitator with the Co-op Business Services, who kindly volunteered her facilitation skills to support our Trustees with some board development. A half day workshop which focussed upon team building was well received by our Trustees who had the opportunity to undertake a brief personality questionnaire to enable them to understand one another better and how best they could work together. Chairman Andrew Horwich commented "It was time well spent, Lisa was an excellent facilitator who got us all talking and helped us understand each other and how we can



improve team working within the Board."

We are excited that Lisa and colleagues from her team at the Co-op are keen to build a relationship with Lindsey Lodge and offer further volunteering support on other possible workforce development.

The Trustees appoint the Chief Executive who has day to day, 24 hour operational responsibilities for running of the Hospice. The Chief Executive has in year objectives to achieve offered by the Chairman on behalf of the Board and is supported by a Senior Management Team. There are four senior managers that participate in an on call rota in order that responsibilities out of hours are shared and most importantly a senior person can be made available to staff at all times.



Andrew Horwich, Chair



Alan Bell, Deputy Chair



Jim Dunn



Angela Lidgard



Peter Stapleton



Dr George Thomas



Nichola Threadgold



Dr Pat Webster



Pete Wisler

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.

Fundraising

A decision was made in 2019/2020 to separate out Fundraising from Retail in order to try to increase the income from both teams to support the rising care costs.



Tom Moody, Head of Fundraising was appointed to the role of Senior Manager Business Development: Income Generation. The changes signalled a broader remit in terms of working as part of the senior management team and taking responsibilities for organisational wide projects and supporting the on call rota.

During 2019/20 the Hospice's fundraising team generated a total of £959k in donations, income from events, lotteries and from a variety of sponsorship schemes in collaboration with local businesses, individuals and support groups. The comparable sum for the preceding year was £815k; therefore, the team generated an increase of 18% in income during the course of the year, which signals positive success from changes and the team are to be congratulated on their contributions over the year.

Unfortunately, fundraising activities were significantly curtailed toward the end of the financial year due to the lockdown imposed as a consequence of the Coronavirus pandemic. This is likely to have a significant impact on fundraising activities in 2020/21 and therefore it is unlikely that a similar sum will be generated during this financial year.

Schools get on board for Lindsey Lodge

Representatives from over 10 local schools and colleges were invited over the year to come along to hear how they could get involved in supporting Lindsey Lodge Hospice! Engaging with young fundraisers and hopefully volunteers of our future, the fundraising team have made significant relationships with schools and colleges to share our work this year.



Retail

As part of the 2019/20 financial planning determined by the Board a radical review and expansion of the Hospice's retail offering across the local community and beyond unfolded. This involved the opening of stores across a wider geographic footprint and amalgamating smaller stores into larger, higher profile High Street outlets. The new Scunthorpe High Street store has incorporated a 'Wedding loft' with pre-loved occasion wear and wedding attire, a new addition to our retail portfolio.



In the months preceding March 2020 monthly retail sales were, on average, higher than the equivalent period in 2018/19 which reflects the progress made in opening new stores. However, income fell dramatically toward the end of the financial year and as a consequence total annual income generated during 2019/20 was £880k, slightly lower than the comparable figure of £893k generated in the previous year.

A significant contributory factor to the reduction in retail income toward the end of the financial year was the temporary closure of the Hospice's store on Laneham Street in Scunthorpe at Christmas 2019. The closure allowed the landlord to make essential repairs to the fabric of the building. The 3 month downtime due to the repair work also allowed the Hospice to invest in rebranding the store in order to improve the internal environment and product range. This store re-opened in late March 2020 as a Home and Gift store and for the first time saw us selling furniture.

Within the review Jenny Baynham was appointed to Senior Manager: Retail and Marketing. A changed role

for Jenny and one that makes full use of her expertise in marketing and connects innovative marketing strategies to our retail work. Jenny has three strands to her role, retail, organisational lead for communication and marketing and contributions as a senior manager to other strategic work. We congratulate Jenny and the Retail team on our newly branded stores 'Lindsey's Preloved' and the clean, fresh, vibrant feel the stores have adopted.



As is the case with fundraising, it is anticipated that retail activity will be significantly lower in 2020/21 as a consequence of the lockdown measures associated with the Coronavirus. Longer term prospects remain unclear primarily due to the uncertainties regarding High Street sales across the whole economy. This is enormously disappointing to us and something that will challenge us over the next 12 months as we endeavour to re-open and understand high street retail further.

Our Retail Distribution and Donation Centre (RDC)

opened in September and we have started to get donations from the general public into an area that can store and handle the goods more safely. The centre is primarily established to receive goods, sort out our rags and select the right goods to offer to the right hospice outlet. Right goods, right place! Every donation has a value and although the price of rags fluctuate this generates good income for the Hospice.

We launched an e-Bay operation from the RDC in order that high value goods are now seen in a central location and can be offered for sale on our e bay platform. This has grown tremendously and we are receiving good feedback, so a big thank you to everyone for their support.

New shops in Thorne, Crowle, Barton, Gainsborough and Scunthorpe have seen our portfolio increase by a third. We also launched a Christmas shop at the hospice shop, which proved very popular.

Together with new shops and existing shops in Brigg, Barton and Ashby retail have had a hard year and we thank all those in retail for their contributions to rebranding and reshaping our retail portfolio.

New vans - To support the safe transport of our donations to the 'right outlet' we leased two other vehicles and welcome three drivers working with us on temporary contracts to try this concept out. Used in other Hospices the vans with our bold logo appear to be an asset to us and the drivers a welcomed addition to the team.



Workforce Team

Senior Workforce Manager Jane Lacey-Hatton leads our Workforce Team on a part time basis, a small team which also supports volunteer recruitment and ongoing support, with Volunteer Services Manager Nerissa Gallagher. Acknowledging most of our staff and volunteer records were paper based the team considered workforce administration systems over the year. The Board supported procurement of a system in order that workforce data, sickness, absence and holiday monitoring could move into an electronic platform. Sally Parrott and Ruth Tuxford support Jane and Nerissa and lead the supporting administrative process in the Workforce Team that are now transitioning to use the electronic system. The system will include staff and volunteer rotas and will allow us to ensure we build efficient rotas.

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 itself as a sustainable organisation, we thank this team as good employment records and practices are vital.



Finance Support

Joe King, after successful completion of examinations to become a Member of the Association of Accounting Technicians (MAAT) has taken up the role of Finance Manager. Joe has worked in the finance team for several years starting as an apprentice. We pride ourselves on developing staff and supporting them with additional external training and wanted to continue with development in the Finance Team and appointed Daniella Hutson as our apprentice who has successfully completed her first year of business studies -well done Dani.

Finally Bev Stanbridge was our last addition to this busy team this year working as a part time finance assistant with a key role in processing invoices received. Mike Rocke, Finance Consultant, works with the team on an adhoc basis and takes a focus on our financial governance and support to the Board. Thanks to our Finance Team for their diligence and attention to detail that significantly contributes to the organisation.



Wellbeing at Work

We have entered into a programme established by the local council to support our workforce with their wellbeing at work - this involves a series of initiatives to ensure as an employer we do as much as we can to sign post, provide information and run activities to help maintain a fit, healthy and happy workforce. A small working group is established to take forward this work.

Mental health first aiders

Mental health first aiders Senior Nurses Karen Andrew and Theresa Beasley held their first drop in session here at the Hospice on 10 September. This a fantastic initiative to ensure we provide the correct advice and support. Other Mental Health First Aiders Nerissa Gallagher and Kay Fowler have recently completed their training and are now Mental Health First Aiders, in addition to, Jean Westgarth, Chris Moore, Tracy Strong and Julie Popple. We remain committed to help end mental health discrimination. Our Mental Health First Aiders are approachable to staff and volunteers to chat about wellbeing. We have shared this widely via editions of our internal magazine Team Talk.

Engaging with our staff, volunteers and community

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 topics, there is also an opportunity for open discussion, questions and answers.

Lindsey Lodge marks Hospice Care Week - we urged local people to find out 'what it takes' to provide hospice services during Hospice Care Week (7 to 13 October). We marked this special week by inviting people to two drop in sessions at an Open Day on Tuesday 8 October to chat with members of the Lindsey Lodge team and learn more about its 24 hour Inpatient Service, Wellbeing Services, Bereavement Support and recently launched respite care.

We continue to explore ways to engage our local community in our work and see this engagement as vital to both better understand care and income generation work of the Hospice.

Staff and Volunteer Survey

Staff and Volunteer Survey Results: 'you said, we did'

You will remember that last summer we participated in a nationwide charity survey with staff and volunteers to find out more on your experience of working / volunteering with Lindsey Lodge.



The results were very positive with Lindsey Lodge coming near the top of the 42 participating charities in terms of positive feedback. Areas that were assessed included communication/morale/relationship with line managers/managing unsatisfactory performance and the credibility of the board and senior management team.

Since then we have held an engagement session to look at survey results in greater detail to identify the priority areas we need to focus upon. Those areas selected included, communication from senior managers/increasing visibility of trustees/improved communication for those staff and volunteers working off site (in retail outlets), equipping line managers to manage and ensuring appropriate frameworks exist to value and recognise the contributions of our staff and volunteers.

Volunteer Forum

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

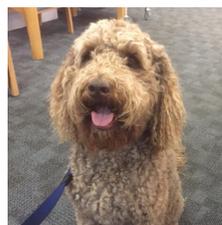
Our volunteers also attend events in the community on our behalf.

As part of volunteer celebrations, four Lindsey Lodge volunteers attended a thank you to 'Volunteers in the Community' celebration with Bottesford Mayor.

With over 400 volunteers we recognise that we could not provide many of our 'additional services' without our volunteers and thank them for their continued loyalty and support to us.

Volunteer PAT dog Ted

Did you know that PAT dog Ted visits patients here at the Hospice? In addition to patients, Ted is also there as a therapy dog for staff and volunteers. He usually visits with mum Sandra at the Hospice on alternate Tuesdays and Wednesdays and the visiting Wellbeing Centre patients certainly love the visits.



Visiting hairdressers, therapists, chaplains and social workers, work as part of our team but are volunteers.

Social Work Volunteer

This year we welcomed Jackie, our new volunteer Registered Social Worker.

Jackie Kelly is a generically trained social worker and worked at Scunthorpe General Hospital for over 25 years over all disciplines. She then moved on to work in mental health for 17 years and became an Approved Mental Health Professional. Now retired, Jackie volunteers at the Hospice one day a week. She said: "I



wanted to volunteer as I have a wealth of knowledge on different physical and mental health conditions that may be useful to the Hospice. I deal with housing, maximising income and occupation (of time) and am looking forward to working with the team." Jackie is a great asset to us.

Volunteers' Week 2019

We needed to say a huge thank you to everyone involved in our Volunteers' Week activities and events! From walks and fuddles to long service afternoon tea and a volunteer forum, we had a busy week at Lindsey Lodge thanking our wonderful volunteers.

Equality and Diversity

We continue to 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.

Fun in the workplace - the Lindsey Lodge Hospice Choir

We held our first rehearsal on Tuesday 7 May at 7.30pm in the Wellbeing Centre and welcomed staff, volunteers and friends to come along and join us. You don't have to be the best singer in the world, it's all about getting together and singing along. The choir have received generous support for music sheets and have offered performances at our garden party and Christmas events - now known as the Hospice Harmonies, who are fabulous.



Workforce Farewells

We bid them all farewell and offer our best wishes for the future. A number of people left Lindsey Lodge, or retired over the past year.

Leavers between 1 April 2019 and 31 March 2020:

Debbie Bartlett (Finance); Liz Bates (Nurse); Kaye Bolton (Administration); Tracey Brown (Workforce); Rob Dannatt (Fundraising); Carolyn Davis (Housekeeping); Anne Day (Retail Manager); Rachel Ellis (Retail Manager); Angela Gee (Health Care Assistant); Jacky Key (Regional Retail Manager); Jayne Othen (Health Care Assistant); Daniel Redhead (Fundraising); Sally Singleton (Retail Supervisor); Sue Sumner (Retail Regional Manager); Gail Welch (Bank Nurse); Laura Wilson (Administration) and Samantha Wood (Head of Fundraising).

Those joining us – we welcome new members of Staff and hope they will be happy in their roles

Gina Barker; Helen Barker; Tony Bennett; Beverley Blackley; Tracy Bliss; Caroline Booth; Sophie Boyd; April Buttrick; Andrea Chapman; Karen Chatwin; Sharon Clarke; Leah Copley; Lauren Corpse; Jane Cox; Tracy Craven; Angela Creasy; Laura Fletcher; Tracy Fordham; Jill Harrison; AnneMarie Hill; Daniella Hutson; Janice Jenkins; Amy Jukes; Leanne Kelsey; Jacky Key; Isabella Lamb; Phil Langton; Caroline Lee; Rodah Mbugua; Shane McMartin; Kim Newlands; Diane O'Callaghan; Lisa Palmer; Claire Payne; Nigel Pope; Diane Remington; Emma Sayers; Helene Soboczynski; Beverley Stanbridge; Tracy Steede; Tracey Twidale; Gail Welch; Linda Winn and Victoria Wood.

Information Technology and Information Governance

Role Changes for Kay Fowler

In the light of some mandatory requirements of the organisation and other organisational needs, we agreed with Kay that her role and responsibilities change. She has taken on responsibility for the following areas:



- Leadership and management of the clinical administration staff
- Project lead for IT systems and implementation
- Governance - Data Protection Officer role
- Data - Activity and Performance monitoring and collation

In light of these changes, Kay has a new job title of Business Manager which reflects the key focus of the role. We thank Kay for her support to these changes and for her support in meeting these important governance responsibilities.

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.

Communication, PR & Marketing

Lindsey Lodge Hospice in the media in 2019

We sent 69 press releases in 2019, receiving 117 positive hits in print and online. We published over 660 Facebook posts, reaching 1.4 million people and receiving over 51,000 likes, comments and shares. We published over 829 Tweets, gaining 469,900 impressions on Twitter. Communications continue to change and it is important we are able to respond to all our audiences-thanks go to Jenny Baynham and Lizzie Orwin for their efforts to keep our profile current and appropriate.



Catering and Housekeeping

We have a lovely restaurant called Lindsey's 'Meet and Eat', and a well-stocked on site shop, Lindsey's Home and Gifts and our entire Hospice building has views overlooking our peaceful, beautifully landscaped, family friendly grounds. We have welcomed guests and business partners to our restaurant and continued to work hard to achieve this safely in order that our local community are more familiar and comfortable with our environment and more understanding that the Hospice provides much more than care at the end of life.

The restaurant has become very popular place for people to come and meet friends, have a coffee and some cake, enjoy some delicious food and help support the hospice. This modern, comfortable space, now opens seven-days a week to cater for our patients, carers and families, as well as the general public.

Well done Andy!

Congratulations to Andy Poole who leads our strong catering team, they have done a fantastic job in 2019/2020 with great income sums generated from this small space. Andy has also finished his Level 3 Food Supervisor's.

We have also celebrated receiving five-star hygiene rating received from the Food Standards Agency, following a spot-check inspection from an inspector from North Lincolnshire Council.

Mother's Day celebrations at Lindsey Lodge with lunch and afternoon tea was a sell out! A massive thanks this year to all in our catering and housekeeping team.



Our Garden make over

A donation from British Steel helped our garden bloom in 2019 as we benefitted from the biggest single business donation in the history of British Steel, new planting, refreshed turf and new paving has transformed the garden. We were very privileged and the summer house has been used for counselling and bereavement support sessions, afternoon teas for families and staff breaks.

Our very special memory of its use was for a patient renewal of wedding vows, which took place on a lovely summers day with staff and family members watching as one of our volunteer chaplains kindly conducted a very special service.

Hundreds of people turned out for the Lindsey Lodge Hospice Garden Party, which was made extra special this year when Mayor of North Lincolnshire Cllr Jonathan Evison officially opened the new garden, made possible thanks to an investment of almost £25,000 from British Steel's Landfill Communities Funding scheme earlier this year. The new garden, which was designed by award winning garden designer John Cavill and developed by Ongo, has also been complimented with a new summer house, generously donated to Lindsey Lodge by Hospice Patrons Jason Threadgold Funeral Directors. The opening was made extra poignant by a debut performance from our new choir, Hospice Harmonies. The Garden Party is a very popular event in the Hospice's fundraising calendar and raised over £4,400 this year.



Other Facilities

Drive way and car park work complete

The drive way resurfacing and creation of an overflow car park work was completed with some outstanding work on the new land entrance. Needless to say there is a massive improvement seen from this work. Thank you to EC Surfacing for carrying out the essential works and to all our staff,volunteers, patients and supporters for their patience as this was undertaken - we wave goodbye to those long standing pot holes!

Fundraising highlights

Our care is free of charge, but not free to provide. Our annual running costs are circa £3.7 million, so as an independent charity we rely heavily on the generosity of the local community to raise more than 70% of this through donations and fundraising. There are many highlights and here are several to remind us of the generosity, kindness and fun we have experienced throughout the year.



Easter Eggstravaganza success

Thank you to everyone who came to our Easter Eggstravaganza on Saturday 20 April. And a big well done to Stanley for correctly guessing. The teddy bear's name was Popcorn! Overall the event raised an amazing £2,000.



Our second Art Exhibition and Sale raises thousands!

Our second Art Exhibition and Sale raised £5,900 for the Hospice. Over 400 individual pieces by local artists, photographers and crafters were exhibited at the sell-out Art Exhibition and Sale held by at Scawby Village Hall on Saturday 13 and Sunday 14 April.



Local celebrities back campaign to help provide a nurse

To celebrate more than 27 years of providing care, Lindsey Lodge Hospice launched its 'Play the game; provide a nurse' lottery campaign on Friday 5 April, which aims to fund the equivalent of four nurses every year. At a special event to say thank you to some of the Lindsey Lodge lottery founder members, the Hospice showcased a video to launch the new campaign, which includes staff and patients, along with endorsements from golfer Tony Jacklin, players from Scunthorpe United FC and Nic Dakin.



Annual Golf Day raises £1,600 for Lindsey Lodge

Thank you to everyone involved in the annual Caistor Avenue/E&M Charity Golf Day which raised an amazing £1,600 for Lindsey Lodge!



People step out and glow for Lindsey Lodge

More than 450 walkers stepped out to raise funds for Lindsey Lodge on Friday 14 June. People of all ages and abilities took part in Lindsey Lodge Hospice's 10-mile Glow Walk and three-mile Glow Worm Wiggle, which were sponsored by local solicitors Symes Bains Broomer.



Summer Sparkle success

Our Summer Sparkle Fashion Show raised an incredible £2,259! We'd like to say a massive well done to our catering team for the delicious tapas they served and thank you to all of our models, volunteers, staff and supporters for helping us raise such a fantastic amount for Lindsey Lodge.



Wind and rain threaten service but local church comes to the rescue

Lindsey Lodge planned to hold Light up a Life Service in its new memorial garden but strong winds and heavy rain meant the venue was deemed unsuitable. But a little Christmas magic was sprinkled when Old Brumby United Church came to the rescue.

With music provided by our choir Hospice Harmonies, The Salvation Army Band and Praise Group, and Piper Danny Fleming, along with readings and prayers from our Hospice Chaplains our supporters filled the church with a very special Christmas spirit, to create a magical evening, which we will never forget.

Our 2019 Light up a Life campaign raised a staggering £10,000 for the Hospice.



Glorious gardens raise thousands for hospice

Hundreds of garden lovers have enjoyed a spectacular summer visiting some of the region's most glorious private gardens, raising over £9,718 for the hospice. Over 50 gardens opened to the public as part of the charity-run Hospice's Open Gardens programme, which has raised over £101,000 since it began over 11 years ago.



Messingham Ladies Luncheon

Thank you to everyone who attended the Messingham Supporter Group Ladies Luncheon, raising over £400. Guests enjoyed a talk from Chef Alan Lavender, who worked at Chequers from 1986 until 2010, cooking for four Prime Ministers and the Queen.



Local fundraiser raises over £15,500 for Lindsey Lodge

Lucy Heath (29) has solely organised and hosted five charity balls every year since 2015, all while working full time, after her dad Andrew Heath encouraged her to fundraise for Lindsey Lodge Hospice. In total Lucy raised over £15,500!



Nisa colleagues give £15,500 boost

From everyone at Lindsey Lodge Hospice, we'd like to say a huge thank you to NisaLocally who have given the hospice a £15,500 boost thanks to their Nisa Miles challenge. Colleagues walked, ran and cycled a cumulative total of 15,500 miles, raising an incredible £15,500 for Lindsey Lodge!



Christmas Craft Fair success

Well done and thank you to everyone who helped organise, held a stall, volunteered and attended our Christmas Craft & Gift Fair at John Leggott College on Saturday 23 November! The event raised over £4,000 and has received fantastic feedback. So many thanks for all of the wonderful support!



Over 600 elves take part in our Elf Yourself Run & 1,522 school children get involved

Over 600 amazing elves took part in our Elf Yourself Run at Normanby Hall with the help of Curly's Athletics! Eight schools and 1,522 also got involved with their own Elf Yourself Run's over the festive period. A big thank you to Bottesford Primary School, St Lawrence Academy, Scunthorpe C of E Primary School, Oakfield Primary School, St Lukes Primary School, Althorpe and Keadby Primary School, St Hugh's School and St Bedes Catholic School.



Super skydivers raise over £12,000

Last year, our 12 incredible sky divers jumped a combined distance of 150,000ft, which is more than half way to space, raising over £12,000 for Lindsey Lodge Hospice!



We now have over 200 Dementia Friends

We have now achieved over 200 #DementiaFriends! The 200th Dementia Friend was Dr Sadia Javaid, one of our GP trainees. Well done to our trainers Sally and Karen and to all of our Dementia Friends.



Big hearted anglers raise over £8,000

Big hearted anglers representing Phillips 66 Humber Refinery in Immingham have raised over £8,000 in aid of Lindsey Lodge Hospice over the past 12 years. Friends and colleagues of John Parker held their first fishing match in 2008.



Brigley House Christmas lights shine bright for Lindsey Lodge

We'd like to say an enormous thank you to Rob and Phil for raising an incredible £3,702 for Lindsey Lodge Hospice with the Brigley House Christmas Lights! They had the busiest collection night they have ever had, a big thank you to everyone who made a donation.



Contents

	Page
PART ONE	
Our Strategy	Q3
PART TWO	
Looking back on 2019/20	Q4
Objectives for 2020/21	Q5
Statement of Assurance from the Board	Q7
Statement of Assurance	Q7
Statements from the Care Quality Commission	Q13
PART THREE	
Review of Quality and Performance	Q14

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 74% (10 beds) – aspiration for 85% occupancy and to be able to admit out of hours and weekends
- Revisited our clinical skill mix: developed the Advanced Assistants and now looking at advanced practitioner roles / multi competency roles which will allow the clinical footprint to flex outwardly too
- Work with the acute trust in order to improve referrals. Hospice Liaison pilot is evaluating very successfully
- Review of skills and competencies and training. Roll out of IV medications



Environment

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



Wellbeing

- 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
- Evaluate the BEEP and FAB programme delivery to our patients and families
- Develop the Lymphoedema service based on the new service specification



Partnership Working

- Work with our partners to help with our out of hours care and identify patients that could use hospice service
- Work with NHSE/I and our partners in order to rewrite and relaunch the new Northern Lincolnshire End of Life Strategy
- Work with neighbouring Hospices in order to develop relationships but also understand how by partnership approach can help with reduced costs but still maintaining quality care
- Deliver Project ECHO across North and North East Lincolnshire



Service Expansion

- We still aim to work towards 7 day admissions which is essential as we work with our partners regarding ensuring patients are admitted into the most appropriate environment for them when they require additional care
- Launched private respite care beds on our inpatient unit which has proven to be extremely popular and has evaluated excellently
- Launched private Dementia Respite within well-being one day a week which has proven to be very beneficial to patients and families and for which this service has evaluated well during a patient / family survey



Delivering Outstanding Care

Become an 'outstanding' organisation

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 2020/21 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 year has obviously ended very differently as we are now working with the Covid 19 pandemic and have had to very quickly change our ways of working. It is to our staffs' credit that they have been incredibly flexible and maintained a high morale.

ECHO

Project ECHO: Extension for Community Outcomes Update

The manager and coordinator came into post in July 2019. Initial activity was based around gaining familiarity with the ECHO model, Zoom videoconferencing platform and the care homes sector across Northern Lincolnshire.



This was followed by engagement with the care homes, potential speakers, curriculum planning and attendance on a 3-day immersion training in September to become an official Project ECHO hub.

The original plan had been to run a network in October to December 2019 as a pilot. However, due to delays in getting the equipment, this was postponed until January 2020. We planned a series of six sessions on different aspects of dementia. This was in response to feedback from care homes on their training needs and with the intention of demonstrating that the provision of Project ECHO was

broader than End of Life Care (EoLC) training as this had been a common misconception encountered during the engagement phase.

Nine care homes (seven in North East Lincolnshire; two in North Lincolnshire) participated in the first network with a total attendance of 50. Two of the planned sessions were cancelled, one due to the speaker being unable to attend at short notice and the final session because of the COVID-19 crisis starting. This meant that planned evaluation with managers of participating care homes couldn't be completed. However, from session feedback and anecdotal reports, plans were made to change some aspects of delivery for future networks, e.g. changing the name of case studies, which are an integral part of the ECHO model, to reflective scenarios, which is a term more familiar to the target audience.

The second networks (1 for care homes for the elderly, 1 for homecare and 1 for care homes for people with learning disabilities) were due to be a series of 6 sessions on EoLC starting in mid-April. However, because of the COVID-19 crisis these were postponed. Instead, delivery was adapted to respond to the training needs of care homes during the crisis which led to the delivery of clinical observations and infection control/PPE training. This was in partnership with the Acute Trust and North Lincolnshire CCG respectively. EoLC training was also delivered in conjunction with the MacMillan teams for both North and North East Lincolnshire. Undoubtedly, with the need for social distancing and the general increase in the use of virtual platforms during the crisis, this has helped to raise Project ECHO's profile considerably with the result that almost all care homes in North Lincolnshire have attended at least one session (7 homes yet to engage). Training numbers to date are 710 participants over 76 sessions.

With a view to returning to standard Project ECHO delivery, the team is now running React to Red (pressure area care) networks for both care homes and homecare providers. This is as a series of 4 sessions.

Plans are now being made for delivery between September and December 2020. This will include working with partners on the EoLC training plan for Northern Lincolnshire.

Partnership working

The Director of Nursing and Patient Services was 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.

The Chief Executive is leading the End of Life Strategy sub-group regarding Training and Education across Northern Lincolnshire. This is an exciting opportunity for us to be working with our partners to develop end of life services.

Private clinical services development

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 has proved extremely popular and well evaluated. In conjunction

with the Director of Nursing and Patient Services, the clinical leads prepared a number of additional paid service options, each had a criteria and a standard operating procedures to ensure governance and diligence.

The services have proved extremely popular and have evaluated well via our patient experience surveys. In addition both the North Lincolnshire CCG and the Social Care have promoted and directed relevant patients to these services and most of our bookings now are paid either via Continuing Health Care or via personal budgets.

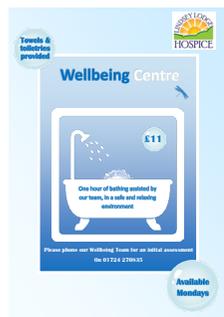
Roll out of intravenous medications within the Hospice

Until we rolled out this initiative over this year, any patient who required intervention with intravenous therapies currently had to be admitted to the Hospital. Although this happened infrequently, this caused a bad experience for both patients and families and also placed more pressure within acute care. Similarly, there are patients who have been identified as requiring transfer to the Hospice, who were still having a course of intravenous therapy, which therefore impacted on the number of bed days within hospital care.

We have successfully undertaken these additional competencies and are now able wherever it is right and safe to do so, keep patients within the hospice or take patients earlier within their journey from acute care.

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. We opened this new facility in July 2019. It offers 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 were developed were:

- 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.



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

With a successful grant from Santander we opened our first polytunnel. It is with delight that we won the Hospice UK Innovation of the Year Award. A fantastic moment for our staff and our patients. We were able to demonstrate multidisciplinary working and was a combination of staff and strong patient engagement. Born from a patient attending the hospice on a weekly basis of whom was keen to align his support with outdoor horticulture. Care staff led by our Director of Nursing and Patient Services redesigned a blend of traditional care linked to outdoor gardening and rehabilitative therapy to be enjoyed by many patients. Culminating in home grown produce that went to the kitchen, the initiative also brought gains for our catering staff who were able to use the fresh produce. So an initiative with end to end benefits, many staff involved and most importantly patient satisfaction.

Our Achievements

Training and education achievements 2019/2020

- Advanced Assistants completing Touch Therapeutics training
- National Accreditation for Reiki 1 training course
- Delivery of over 100 education and training events in house
- Attendance at over 50 local, regional and national study days and conferences
- 100% mandatory training compliance for clinical staff
- Voluntary sector representative on University of Hull Practice Forum
- Lead of locality wide palliative care course for Registered Professionals
- Creation of over 200 Dementia Friends across the organisation and local partners
- Delivery of Project Echo

Objectives for 2020/2021

- Use of virtual learning platforms to deliver palliative and end of life care education and training opportunities

- across the locality
- Strengthen profile of hospice as education and training hub
- Increase opportunities/profile at conferences, study days through use of poster presentations, guest speakers.
- Continue the roll-out of Project ECHO across North and North East Lincolnshire.

Wellbeing Centre

Achievements 2019/2020

- Innovation in care award
- Successful grant application for the BEEP programme. This has been adapted following covid-19 and further collaborative working with the wider MDT and community complex care matrons, carer support
- Integration of therapy services in order to better manage waiting lists e.g. fatigue, anxiety and breathlessness groups
- Ongoing successes with use of the gym facilities installed last year (linking to IPU also)
- Transition into 7 day working – including a few trials of day care assessments on a Saturday and cover on IPU, outpatient clinics etc.
- Daybreak (good feedback within the recent Quality Assurance meeting) with a further review of this offer.
- Advanced assistants completing their Touch Therapeutics training
- Income generation – Daybreak, Touch Therapeutics, Beauty Therapy, Footcare Clinic
- Transition into a ‘virtual’ world and broadening skills and intervention delivered for Daycare patients
- Further developments within the counselling and support team in terms of consistency and recruitment of new volunteers
- Positive partnership working with the CRUSE alliance and wider bereavement support services – the team have set up a regular bereavement support drop-in for the wider NL community centre – with a clear triage point and allocation process

- We have some new chairs and this has enhanced patient care significantly in Wellbeing

Objectives for 2020/2021

- Environment development. Flooring and chairs replacement via Grants
- Streamline the referral process into the Wellbeing Establish tighter data recording/capturing across services
- Improve response times to Breathlessness services e.g. through further establishment of group work
- Lymphoedema is a primary focus – establish the criteria, running of the service, staffing, upskill/develop existing staff members and develop skill mix in a cost effective way
- Establish virtual support and new technologies to broaden accessibility of services – both day care and outpatients
- Successful transition of ‘traditional’ day care – safely bring patients back into that environment for better social interaction
- Further develop the opportunity for ‘hospice at home’ style service to enhance Daycare provision and support where relevant discharge home from IPU
- Continue collaborative working between IPU and Wellbeing
- Continue providing education/upskilling re: rehabilitative palliative care



Inpatient Unit (IPU)

Achievements 2019/2020

- Respite on IPU has gained momentum and there had been a full diary up to Lockdown. Impact on patients and families has been immense. It has enabled several

patients to remain at home in between respite rather than going into Nursing Homes. This has also led to positive partnership working with Continuing Health Care, Adult social care and the Clinical Commissioning Group. It has also been an Income Generation stream.

- We are now part of the North Lincolnshire Dementia Strategy group which enables us to be part of improving the lives of patients and their families living with Dementia.
- Advanced Assistants (AA) and the positive impact on patients, complimentary therapies, OT and Physio input. 7 day working within AA role has led to continuity of care.
- Roll out of Intravenous Therapies has led to more timely transfers to the Hospice from NLaG. Also patients have received IV Therapies whilst an inpatient preventing admission to hospital.
- Hospice Liaison role continues to increase admissions to the hospice, especially patients at the End of Life. Positive partnership working with NLaG and the Community.
- Transition of clinical documentation onto SystmOne to become paper light has been very successful.
- Development of Discharge Planning group within IPU to streamline and enable safe and timely discharges.
- Wedding vow renewal of IPU patient in our Summer House was a highlight for all of the hospice who came out and watched the ceremony.
- Several IPU staff completed Edward Jenner Leadership programme



Objectives 2020/2021

- EPACCS rollout
- E-Prescribing
- To look at Palliative Rehab respite bed
- Continue to forge partnerships within Dementia care

PART TWO

Statement of Assurance from the Board

The Board of Trustees is assured by the progress made in 2019/2020 and supports the identified clinical objectives planned for 2020/2021. 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 2019/2020.

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 objectives for 2020/21.

Statement of Assurance

Audit	Result/Compliance
Controlled Drug	89%
Prescription Chart	83.5%
Handover (SBAR tool)	95%
Documentation	95%
Last Days of Life	89.5%

'always there to care' 

Patient Experience Surveys

Lymphoedema

Keen fisherman and retired Senior Project Engineer (81) Clive Boulton was diagnosed with prostate cancer in June 2018.

Just six months later, Clive's right leg became extremely swollen and sore. After undergoing scans to rule out blood clots it was found that the cancer had spread to his lymph nodes.

"My leg became so swollen and painful that I could only just get my right trouser leg over it. I had real difficulty moving around. I've always been a keen sportsman and very active so I was so fed up and frustrated with the situation.

"It was thanks to a visit from my former next door neighbour Julie that I found a solution. "She works at Lindsey Lodge Hospice and told me about their Lymphoedema Clinic, and suggested I give them a call, which I did.

"I spoke to Liz in the Therapies Team, who told me I'd need to get a referral from my GP, which she sent straight through and it was literally sorted overnight!

"Within just a few days I received an appointment with the Hospice's Physiotherapist Matthew. He explained all about the Wellbeing Service and the Lymphoedema care they could offer me.

"I started with gentle massage in the first week, and then went every week – sometimes twice a week. My wife Ronwyn came with me to the appointments and learned how to massage my leg to support me at home. They also gave me a stocking to wear, and the swelling and pain in my leg began to reduce, which meant that walking started to get easier – it was remarkable how quickly it started to improve!

"When you hear the word 'hospice' you think of people dying. I had no idea that Lindsey Lodge provided this kind of care and support for people like me. The team there are so friendly and put me at ease straight away and always keep me up to date with how I'm progressing.

"I'd recommend their service to anyone suffering like I was. After just two months my leg is so much better. I'm now able to cut my lawn and have been able to go back to coaching children at fishing lessons. I've recently had a new stocking as my swelling has reduced so much, and I'm even thinking of getting out my treadmill at home.

"I would like to thank the team for giving me my life back. Before I first came in May I was becoming depressed because no one seemed interested in my swollen leg, only the cancer. The treatment and care has been great thank you all so much!"



LLH Breathlessness Clinic

Healthcare Professionals' Feedback 2019



"One of my patients feels the service was really useful and he has benefitted a huge amount from attending. He states he still gets SOB however, the skills you have taught him enable him to take control of his breathlessness, to remain calm and in control. He tells me before he would have called 999 for help in these situations that he now controls himself."

"It has helped within my role by allowing me to refer on to another specialist service. At times before I was unsure of where to go with some of my end stage disease patients. I like that you also refer onto other services within Lindsey Lodge if you identify another problem."

"Excellent provision – well used by
Complex care team
Provision extremely beneficial for pts
Positive feedback from patients also
Feedback from referral prompt
Feedback well fed back from changes from referral also"

"The breathlessness clinic has helped to educate my patients and has given them breathing techniques which helps them manage their ongoing symptoms. It has also provided an inroad into hospice care as often patients are put off hospice day care due to them associating the hospice with dying."



Wellbeing - Counselling and Bereavement Support Team

Patient Experience Questionnaire Results – 2019

The following report highlights patient experience feedback for the Lindsey Lodge Hospice Counselling and Bereavement Support team during 2019. This feedback has been collated following appointment of the registered counsellor and bereavement support assistant. The questionnaires are provided following completion of support and can be completed in a hand written and/or verbal format.

The number of referrals has significantly increased into the service – as demonstrated in the data collection. A total of 14 clients participated in the questionnaires. The results are as follows;

How likely are you to recommend our services to family/friends?

100% of clients reported they would 'definitely' recommend the service to family/friends.

Did you get help and support at a time when you needed it the most?

100% of clients reported they received help and support at the right time. Additional comments included;
"Yes, very quickly"
"Yes it was when I needed it the most before I descended down a destructive journey"
"Yes both during the week Mum was dying and after"

Was it too early or too late?

85% of respondents felt the support was received at the right time, 15% felt it was either too early or too late however they felt this was as a result of their own openness to the service.

On reflection did you get the help that mattered to you?

100% of clients said 'yes'

Did the therapist/support worker understand your feelings?

100% of clients said 'yes' – one particular client reported "I feel my situation was not unique, however very complex. This made it very difficult, however we found a way for me to express my feelings in a way that I could share"

Did you have confidence in your therapist and his/her skills and techniques?

100% of clients said 'yes.' Additional comments included;
"She is amazing"
"I felt as though I could speak to her about anything and everything but I never felt judged"

Any other comments?

"Thank you so much for all of your support through my difficult time"
"Found her very helpful to get through the grieving process"
"I couldn't have got to the place I am right now without the help and support. I am forever grateful"
"Your service is a very important one"
"She enabled me to regain my optimism and confidence in life"

The service will continue to collate this valuable data to review and monitor provision.

Inpatient Unit

A patient was invited to join the Quality Assurance meeting to answer some questions regarding his Respite care stay with the hospice. Ian talked so positively regarding this service. Ian undertook an intensive rehabilitation programme whilst with us before being discharged into his own independent living accommodation with carer support.

Infection Prevention and Control

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 2019/2020. We have had one patient who was isolated according to source isolation precautions and there was no spread to any other patients. Following their removal from isolation, the patient's room was thoroughly deep cleaned and sanitised and there have been no further infections.

During the Covid 19 pandemic the hospice had one patient who had tested positive. She was nursed in isolation and all precautions taken and later discharged.

During the Covid 19 pandemic we have had no staffing issues nor staff who have tested positive for Covid.

We are fully compliant with NHS England recommended PPE for primary, outpatient, community and social care by setting. We are also practising social distancing and ensuring that offices are not over crowded. We have reviewed our visiting to the hospice by families

during the pandemic and we have ensured that patients have named visitors only who must also comply by wearing face masks too. Heightened cleaning schedules and sanitation has been stepped up and we have ensured that there are hand hygiene products available in all areas of the hospice. The hospice has also been zoned into Red and Green areas so that staff are not going through our inpatient unit unless they need to be in the unit.

Infection Prevention Audits and Actions

The environmental audit tool is in use as is the hand hygiene audit tools set up last year have continued to be used and the IPC champions have worked hard to complete weekly audits. The results have remained high, and the reminder to staff to complete Moment 1, before touching the patient has proved successful. Results continue to be publicised on a notice board for staff, patients and visitors to see.

Training

The IPC Lead or a deputy no longer attends quarterly meetings with leads from local nursing homes for training and updates from the Community Infection Prevention and Control Nurse as this role is no longer in place. The Hospice can still contact Public Health England for any advice required.

The IPC Lead has continued to write 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.

The IPC Lead displayed a poster presentation for the "Theme of the Month" held on IPU with pictures to demonstrate Standard Infection Prevention and Control Precautions.

The IPC Lead continued 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 up until her furlough in March 2020. Shortly before furlough she provided the hospice with a PowerPoint presentation on Covid 19. She adapted the presentation for the hospice from a presentation provided by Jennie Wilson, Professor of Healthcare Epidemiology and Vice President of the Infection Prevention Society.

The IPC Lead has been working with another member of staff as part of her succession planning as she plans to retire during 2020.

Ian's story

North Lincolnshire people living with life-limiting conditions and their families have been benefitting from Lindsey Lodge Hospice's Respite Service since the programme began in August 2019.

Here we share the story of Ian whose quality of life has been improved since accessing our care. Ian, who suffers from Multiple Sclerosis, was initially referred to Lindsey Lodge Hospice for respite care by social services in August 2019, to support both himself and his family. Since then, he has gone on to have numerous admissions to the service, both emergency and planned stays.

When Ian began his respite care, he was completely dependent and was unable to do things for himself. He required hoists, and had to be wheeled everywhere in his wheelchair, and was unable to do simple things, such as make himself a drink, which meant he was in very low mood.

To rehabilitate Ian, a multi-disciplinary team within the Hospice put together a plan to help improve his quality of life.

Ian accessed a number of services available at the Hospice, including Physiotherapy, Occupational Therapy, Advanced Assistants, the Wellbeing Centre, The Enablement Gym and Inpatient Unit. Each service provided Ian with the ability to gain back his independence.

As a result of the respite care that he has received, Ian's mood is much improved, he is now able to wash and dress himself with minimal assistance. He can now self-propel with a new wheelchair, meaning he can independently mobilise around the hospice. Going to the gym on a regular basis has built up muscles and strength in his arms and legs.

Ian was successfully discharged to live independently. Senior Inpatient Nurse Karen Andrew said: "It's really fantastic to see how the whole Hospice came together to successfully rehabilitate Ian, we've provided him with the opportunity to maintain his independence and dignity, whilst living with MS."

"Respite care has been a really positive experience for Ian, and goes to show how the service can really help people living with lifelimiting conditions."



Key Performance Indicators (KPIs)

KPI	Annual percentage for Inpatient Unit	Annual percentage for Wellbeing Centre	Target percent
Preferred Place of Death	97%	72%	100%
Anticipatory drugs in place	99.5%	79%	100%
Last days of life Document completed	98%	N/A	100%
DNACPR	100%	96%	100%
Advanced Care Plan	40%	66%	100%

It is worthy of note that the percentage of deaths for North Lincolnshire within a hospice is that the latest figures released by the ONS for the period Q2 2018/19 – Q1 2019/20 shows for deaths in North Lincolnshire CCG 9.4% deaths were in hospice. National average is 5.9%.

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 2019/20 Lindsey Lodge Hospice provided 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 2019/2020. 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 Assistants 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.

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.



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 but due to Covid - 19 this will possibly be during 2020/21.

We have been preparing staff for a CQC visit and have updated our staff booklet Preparing for a CQC visit and also our achievements across all areas of the hospice for which we are very proud.



Latest inspection: 18 February 2016



Overall
Good

Safe	Good ●
Effective	Good ●
Caring	Good ●
Responsive	Good ●
Well-led	Good ●

PART THREE Review of Quality and Performance

Quality Performance Indicators 2019/2020

	Total
Quality	
Complaints	2
Compliments	197
Patient & Staff Safety Indicators	
Medication Incidents	18
Information Governance breaches (potential)	4
Never Events	0
Harm or Risk to Person	51
Slips, Trips and Falls	24
Safeguarding Referrals	1

	Total
Quality Indicators	
Numbers of category 1 pressure ulcers on admission (PUOA)	1
Numbers of category 1 pressure ulcers NEW	1
Numbers of category 2 PUOA	32
Numbers of category 2 NEW	3
Numbers of category 3 PUOA	17
Numbers of category 3 NEW	0
Numbers of category 4 PUOA	1
Numbers of category 4 NEW	0
Numbers of suspected deep tissue injury present on admission	7
Numbers of suspected deep tissue injury NEW	2
Numbers of Moisture Related Skin Damage present on admission	4
Numbers of Moisture Related Skin Damage NEW	0
Numbers of Unstageable Skin Damage present on admission	4
Numbers of Unstageable Skin Damage NEW	1
Numbers of patients admitted with a Health care Acquired Infection	0
Numbers of patients who acquired a Health Care Acquired Infection during admission	0

Medication Incidents

Incidents concerning medication are divided into two categories as defined by Medicines and Healthcare Products Regulatory Agency (MHRA) Patient Safety Alert – improving medication error incident reporting and learning (2014), errors of commission or errors of omission. Medication errors are any incident where there has been an error in the process of prescribing, dispensing, preparing, administration, monitoring or providing medicines advice, regardless of whether any harm occurred or was possible.

We have continued to strengthen our work in relation to medication safety during 2019/20 and there has been a reduction medication related incidents during the year compared to 2018/19. 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 Policy & Procedure for the Management of Staff involved in a medication related incident has been established in 2019/20 alongside a medicines management special interest group.

During 2019/20 Hospice UK commended Lindsey Lodge Hospice for having a mature incident reporting system in place regarding medication incidents as an example of positive practice.

Slips, Trips and 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 17 reported incidents concerning patients, 16 were categorised as no or low harm and unavoidable. There was 1 incident which resulted in severe harm to the patient. The CQC was alerted and a RIDDOR notification completed. Lessons learned from this incident were as follows:

- The team involved had a full debrief at the end of the day to reflect – the same reflections were discussed with the wider day care team
- Reflected on the team involved in the incident and the positives in terms of responsiveness
- Reinforcement around the importance of completing timely risk assessment
- The team will continue with encouraging patients to use the toilet prior to leaving the wellbeing centre
- All patients are now to sign in using the electronic system – better signage produced to help when other individuals are bringing patients into the building e.g. relatives,

friends

- Discussion and reminder around maintaining vigilance within the wellbeing centre until all patients have left – this includes both employed staff and volunteers

We aim to achieve the incidence of unavoidable patient's falls as zero. We recognise that despite assessing each patients falls risk against a wide range of factors we can identify those patients with an increased risk or likelihood of falls but even after implementing measures to reduce the incidence of falls, it is not always possible to avoid some falls. Some maybe 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.

Skin Damage

The SSKIN bundle is a nationally recognised approach to preventing and managing pressure ulcers and the clinical areas of LLH adopted this in 2017, and have been trained in following this approach. The EPUAP classification system, as adopted by Hospice UK, is used to establish if an identified pressure ulcer was present on admission (POA) from another care setting or if the patient develops a pressure ulcer whilst under our care which was NOT present on admission (NEW).

The clinical areas continue to assess and monitor patient's pressure areas when they are admitted/attend the hospice, during their care and on discharge as per SSKIN care bundle procedure. We continue to count the number of pressure ulcers and not the number of patients, as required by reporting metrics. There were 74 incidents of skin damage reported in 2019/20. Of these 67 occurred before the patient was admitted to our care. Of the 7 incidences of new skin damage, all were investigated and deemed unavoidable. In 2019/20 all clinical staff undertook mandatory skin damage identification and reporting training, and we achieved 100% compliance for this training. Networking with other care providers and attendance at specialist tissue viability education events has given a significant level of assurance that this training is compliant and robust.

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.

SystemOne & Information Governance

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

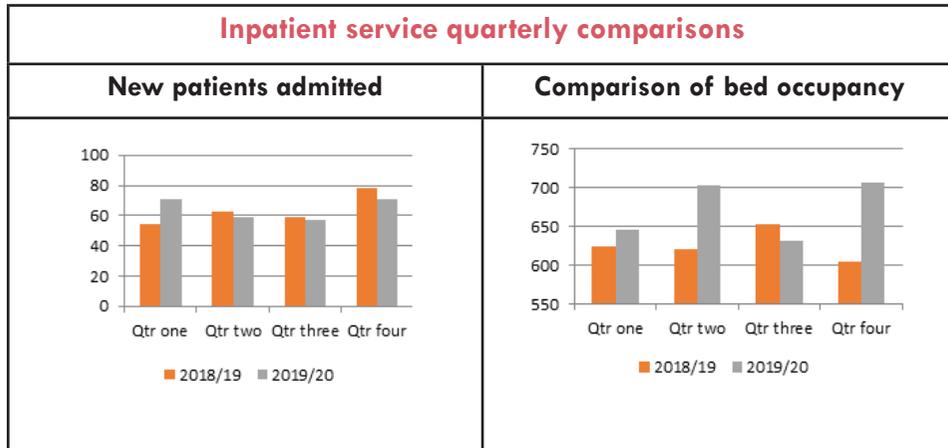
Lindsey Lodge Hospice adhere to the Data Security and Protection Toolkit (DSPT), and complete an annual online submission, annually, this is a requirement by NHS Digital to be able to use clinical systems.

Activity Data for 2019/2020

	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
Inpatients				
Admissions	71	59	57	71
Bed days occupied	645	703	632	706
Occupancy - ten beds	71%	76%	69%	78%
ALoS	9	11	9	8
Deaths	52	32	42	51
Went home	13	21	9	16
Other	5	7	7	3
Wellbeing Centre				
Admissions	31	34	20	19
Attendances	659	714	641	479
Did Not Attend (DNA)	199	252	195	178
Deaths before assessment	6	3	5	4
Deaths	21	21	19	15
Lymphoedema service				
Total monthly attendance	277	249	233	191
Telephone Review	85	88	68	100
Assessments	16	16	22	13
Did Not Attend (DNA)	33	34	30	9

	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20
Physio Service				
Admissions	43	23	59	38
Follow up appointments	109	59	171	168
Breathlessness				
Admissions	14	20	11	9
Follow up appointments	54	53	32	35
OT				
Admissions	13	32	6	8
Follow up appointments	38	40	16	25
Fatigue				
Admissions	24	16	28	7
Follow up appointments	61	41	69	67
Advanced Assistants				
New assessments	20	16	21	12
Follow up OT appts	54	47	13	6
Follow up physio appts	108	91	71	80
Follow up enablement gym		7	72	46
Follow up Touch therapeutics		3	25	15
Counselling & Support				
Individual sessions	176	189	166	180
Drop in sessions	36	37	40	50
Telephone contacts	58	62	68	124

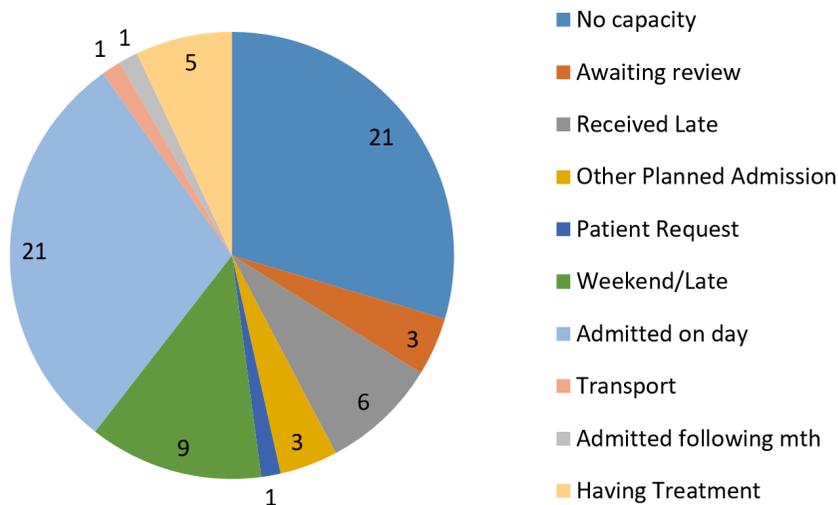
Inpatient Care Service



A daily discussion with the Senior Nurse, Hospice Liaison Nurse and Medical team takes place to discuss referrals and these are then prioritised accordingly. During 2019/2020 we had 4 more admissions to the hospice than the previous year and our bed occupancy was 74% in comparison to 69% in 2018/19.

We also saw a 9% increase in deaths within the hospice during 2019/2020.

Reasons for delay in admission

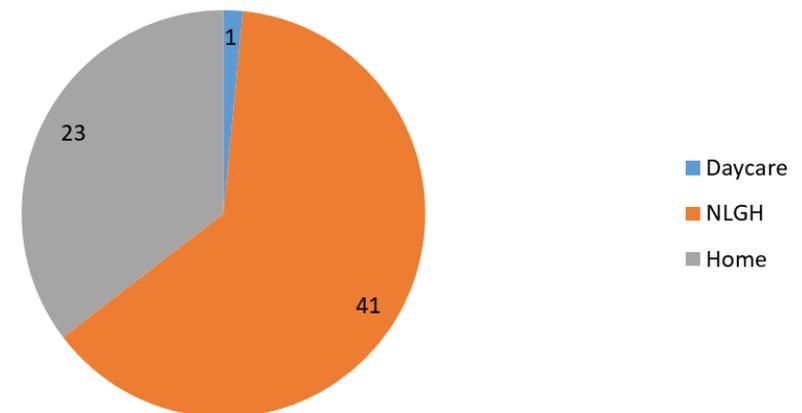


Proportion of cancer to non-cancer cases referred to the in-patient unit

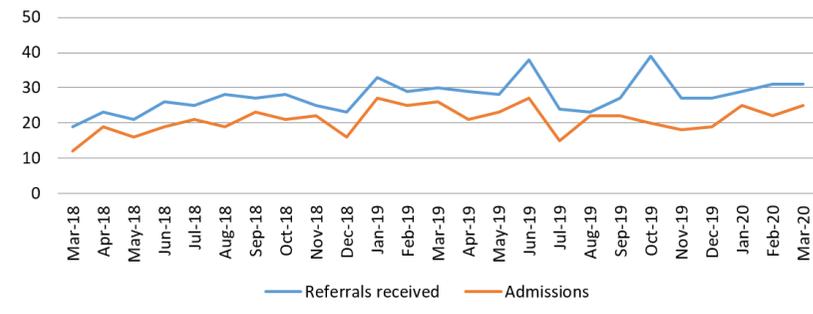
Cancer/Non Cancer	Admissions	% total admissions
Cancer	47	66
Non Cancer	24	34
Grand Total	71	100

We continue to receive cancer and non-cancer admissions to the Inpatient Unit. We are encouraged by the increase in non-cancer referrals. This is for both end of life care and symptom management.

Source of Referral to In-Patient Care Service

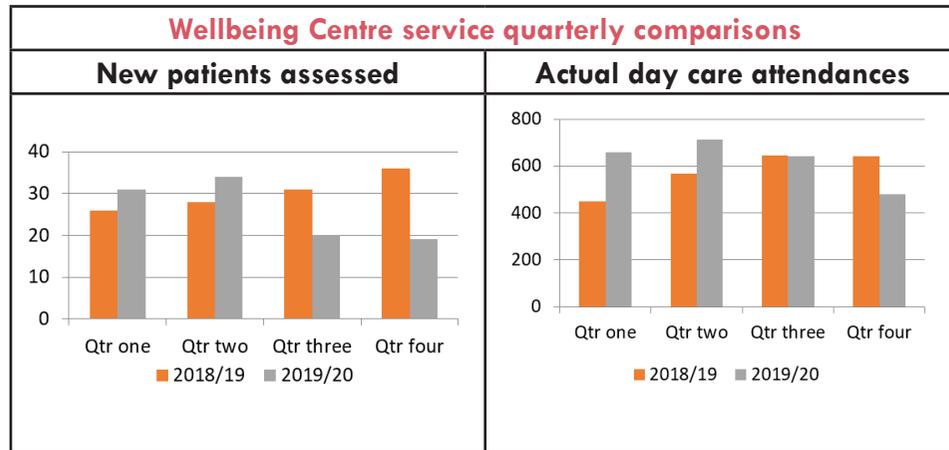


Referrals to Admissions Comparison Mar 2018 – Mar 2020



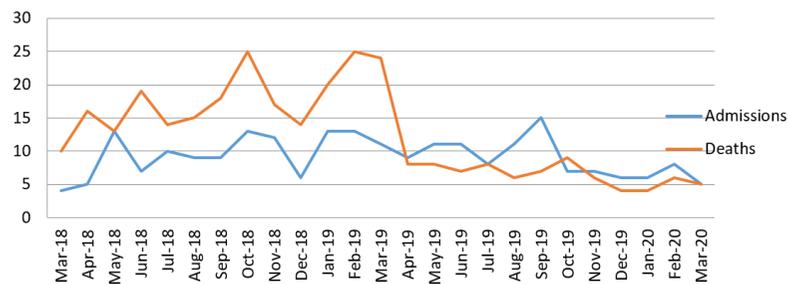
The inpatient unit aims to admit patients in a timely manner once referred into the hospice.

Wellbeing Centre Team



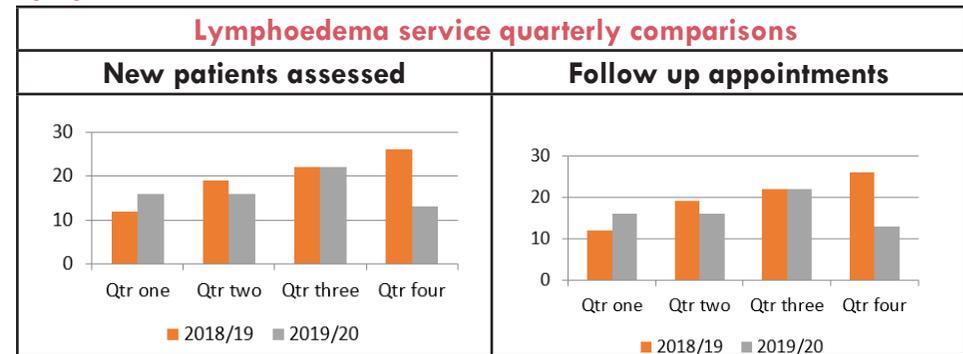
Although we saw a small reduction in referrals of 17 to the well-being centre, we did see an increase of 189 attendances to our well-being centre. Some of the wellbeing centre patients who attend a session are now classed as a drop in patients and have no clinical intervention.

Comparison of Admissions to Deaths Mar 17 to Mar 2020



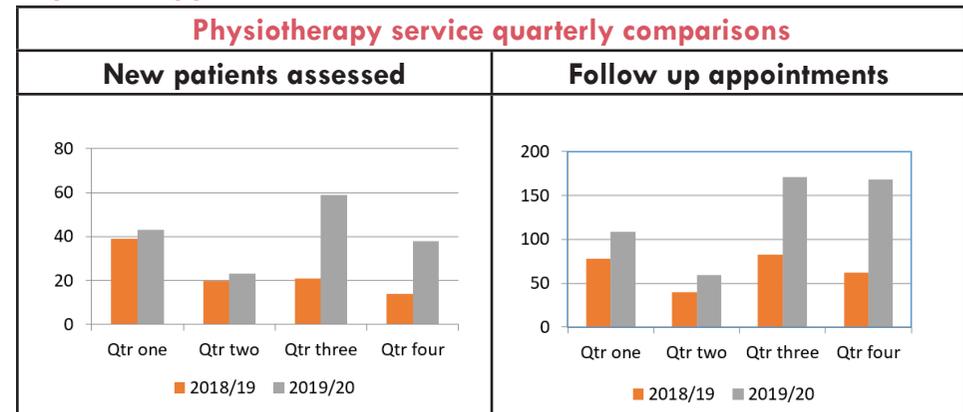
We still continue to have a small number of referrals to the well-being centre that die before first assessment. We continue to have ongoing communication with our referrers which urges them to refer much earlier within a patient's pathway for palliative intervention.

Lymphoedema



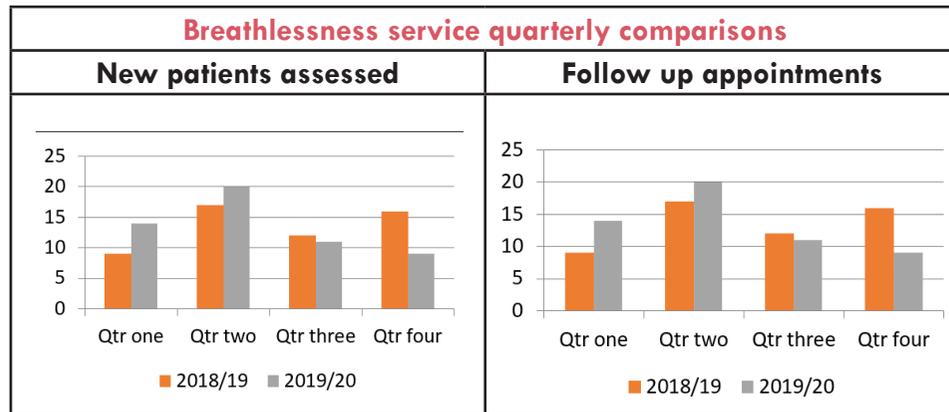
The lymphoedema service saw a small reduction by 5 in its follow up appointments. This is due in part to us conducting wherever we can a telephone review and we saw an increase of 30 appointments by this method. We saw a small reduction of 12 new assessments within this service and unfortunately we also had 18 patients who did not attend their appointments even though we do use the text reminder service.

Physiotherapy



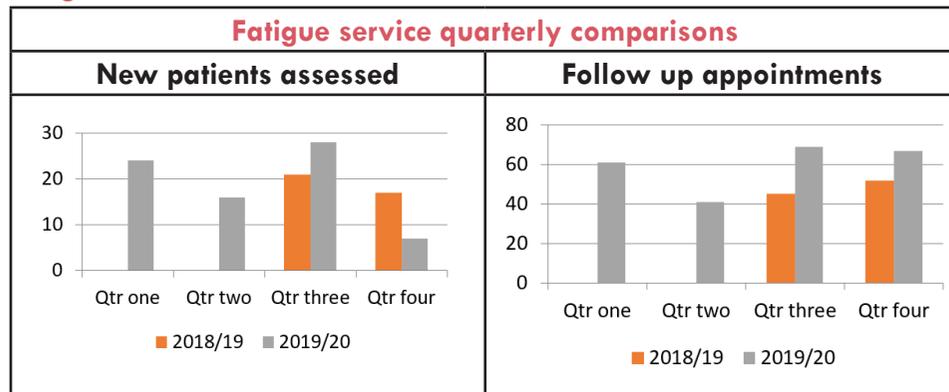
Our physiotherapy service saw an increase of 69 new referrals to this service and also an increase of 69 follow up appointments.

Breathlessness



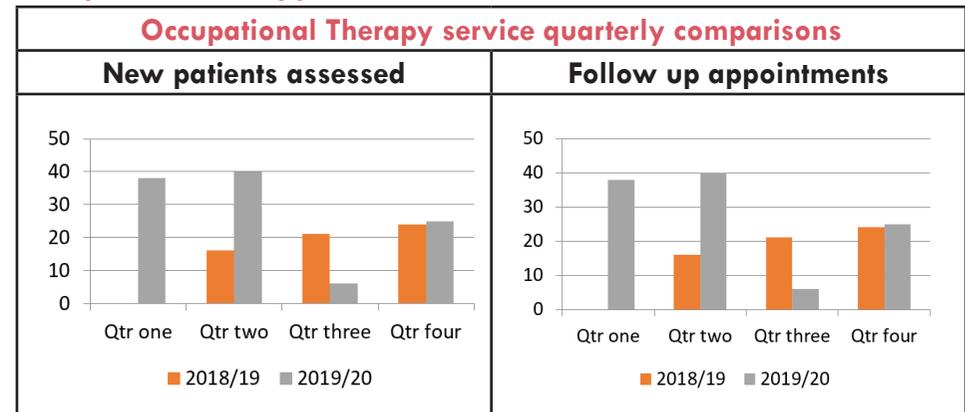
Our breathlessness service saw the same number of admissions and follow up appointments.

Fatigue



Our fatigue service has seen an increase in admissions and follow up appointments. This is due to the post holder now being within the hospice for over a year now and so therefore why this service has begun to grow and develop.

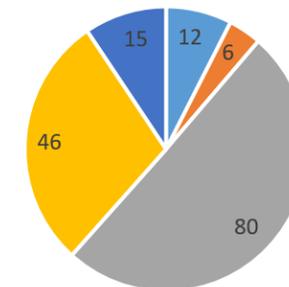
Occupational Therapy



Similarly, the occupational therapy service continues to grow and develop as the Occupational therapist also undertakes the fatigue service and we now have a full year's data.

Advanced Assistants

Breakdown analysis of Advanced Assistants Q4 2019/20



- new assessment
- Follow up OT
- Follow up Physio
- Follow up enablement gym
- Touch therapeutics

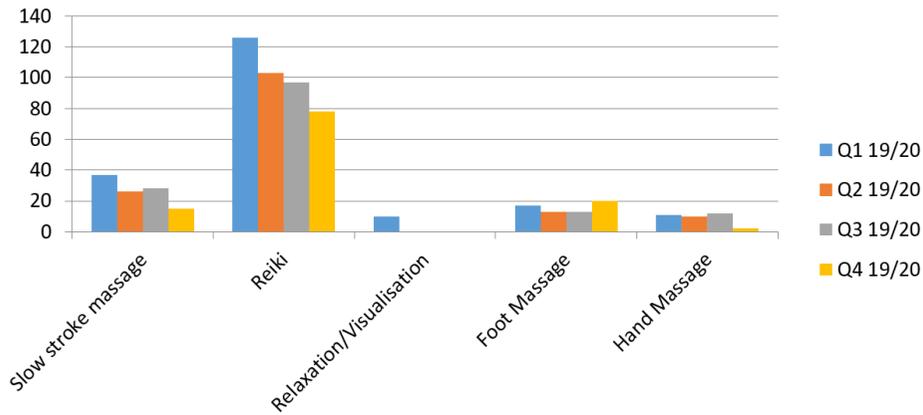
Our Advanced Assistants go from strength to strength as they continue to learn new skills and competencies and also have their own caseload that is delegated by the relevant health professional.

Outpatient Clinic

Dr Lucy Adcock continues to operate an outpatient clinic on a Monday afternoon with patients being seen on an appointment basis. Patients have been referred as a result of the work completed with Respiratory and COPD MDT at the hospital and 1the Heart Failure Nurses.

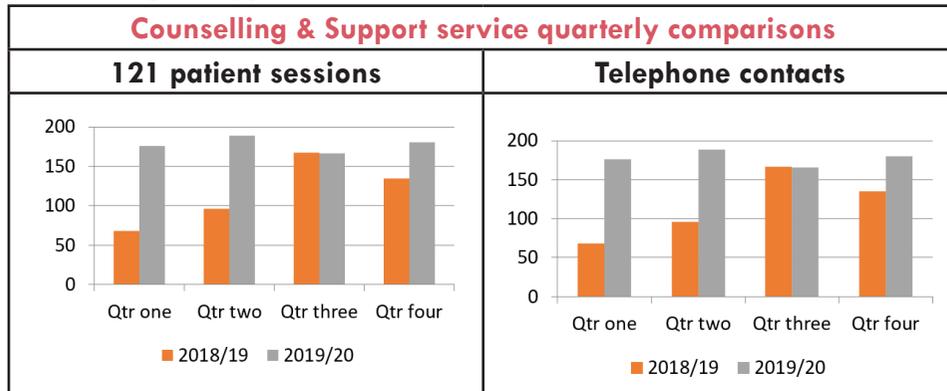
Touch Therapeutics

Touch Therapeutics for Q1 2019/20 to Q4 2019/20



Our complementary therapy service has also seen an increase in its interventions as a result of increased well-being attendances and inpatient unit referrals.

Counselling & Support



We have seen a vast increase in our counselling and support service as a result of our volunteer bereavement support workers undertaking bespoke CRUSE training.

Summary

The Director of Nursing and Patient Services would like to extend her sincere thanks to all of the clinical staff. We continue to develop our services and respond to our patients and families.

The year ended under unprecedented times as we rose to the challenge of Covid-19. It is to the staff that huge thanks are to be extended as we worked quickly and flexibly to respond to this. At the time of writing this quality account it is to be noted that we have had no staff ill with the Covid-19 and to date we have had one patient who developed Covid-19 two days after admission to the inpatient unit. Staff had sufficient PPE and followed all infection control guidance. The success story was that the patient recovered and to the delight of all the staff and the patients family, was successfully discharged home.



We look forward to the objectives for 2020/21 and how we undertake recovery and transition post covid-19.

