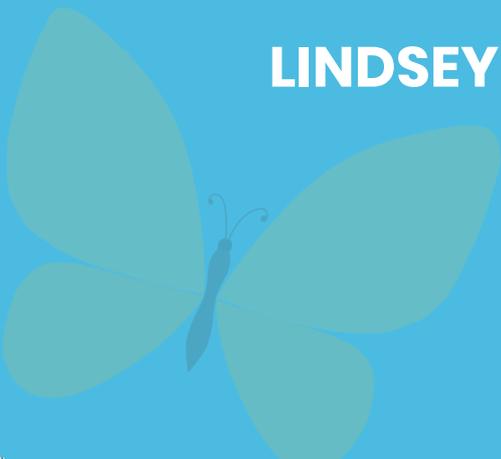




LINDSEY LODGE HOSPICE AND HEALTHCARE

ANNUAL REPORT

2020/21



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Quality Account 2020/21 **Q1**

CHAIRMAN'S STATEMENT

The last 18 months of 2020/21 will always be remembered as the Covid Pandemic and will hopefully soon pass into history as our splendid vaccination programme protects our population. The impact on Lindsey Lodge, struggling to keep the Inpatient Unit open and still provide a level of service to our Wellbeing patients has been profound.

We suffered three outbreaks in the Hospice itself, despite which, we were only completely closed for two weeks in January 2021, but had experienced several occasions with no new admissions, whilst continuing to care for existing patients.

With 40% of our staff furloughed for most of the financial year and other staff at all levels frequently off sick with Covid, isolating or shielding after contact, this was a major achievement.

On behalf of the Board of Trustees I thank our Chief Executive, the Senior Management Team and all staff for rising to the challenges the pandemic presented and doing a magnificent job. Well done!



Alan W Bell



WELCOME FROM THE CHIEF EXECUTIVE

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

It is now my fifth year at the Hospice and 40th year in healthcare, a long time now since I started out as a young student nurse. The years have been memorable with lots of experiences, but this past 12 months have certainly notched up as one of those that will never be forgotten. Living through a pandemic has not been easy for any of us and some of our volunteers have described this to me like 'living through war years'. Leading in healthcare has been very challenging and personally demanding and certainly felt like a battlefield at times.

You may recall we ended our last financial year with things very positive and running smoothly until mid-March 2020, when towards the end of the financial year, as the UK was forced into 'lockdown', the immediate drastic impact obliterated much of our charitable income and usual care packages.

As we locked the Hospice down, our staff became segregated, working in silos to maintain distancing and reduce risk of spread of the virus. Our Wellbeing Centre attendees and outpatients were asked to remain in their place of care within the community. Our Inpatient Unit became our only onsite care provision and our workforce was sized to reflect the reduced activity. The Government furlough scheme was introduced in spring 2020, to stop people being laid off by their employers during lockdown, and was predominantly used to manage our workforce. Patients and families were supported via telephone and Zoom support to maintain valuable contact and advice to support ongoing healthcare issues. A far from ideal situation, but one that we quickly adapted to, with new technologies playing a key role in our care provision. The year has been very changeable

as we have responded to Government advice and guidance as well as managing internal outbreaks, which we experienced on three occasions during 12 months. Our Quality Account details our care response to Covid and is located within this review.

What a year it has been for all of us! I don't think any of us would have predicted what 2020 would hold, and looking back through this review I'm reminded of how everyone from North Lincolnshire health and social care sectors have pulled together throughout the pandemic to meet the needs of local patients and their families. Whether that was staff, volunteers, healthcare professionals locally, fundraising supporters, or numerous other kind-hearted individuals, I'm incredibly proud and humbled to be part of a team of people who ensured our patients remained at the heart of every decision made. Something that is striking when reflecting is that despite all of the difficulties, the Lindsey Lodge team have tried to turn challenges into opportunities, developing our services and ensuring we have remained responsive, safe and compassionate throughout.

“

Collaborating with others has meant we've been able to do so much in the last twelve months, and I couldn't be prouder as I read just some of those achievements and highlights outlined in this Annual Review. ”

Since being formed as an independent charity in 1992, we are now 29 years old and continue to evolve, learn and increase our portfolio of care and it remains heart-warming to see the stories of the many families we've supported. What strikes me most is that the ethos of the patient always being central to every decision we make, has remained our key focus, without any prompting across all our staff and volunteer group. We always seek out and respond to feedback from those that access our services and come into contact with our organisation, learning lessons and seeking opportunities to grow and develop.

I take this opportunity to thank everyone who has made the numerous work streams and activities carried out this year possible. Sincere thanks to everyone that has been part of our journey over the last twelve months, we couldn't do what we do without you.



Karen Griffiths
Chief Executive



Registration history:

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

Company status
Active

Company type
Private company limited by guarantee without
share capital

Incorporated on
8 November 1989

Organisation type:
Charitable company

Company number:
702871

Gift aid:
Recognised by HMRC for gift aid

Other regulators:
• Care Quality Commission
• Fundraising Regulator

Land and property:
This charity owns and/or leases land or property

Board of Trustees as at 31 March 2021
Alan Bell, Dr Pat Webster, Andrew Horwich, Peter Stapleton, Pete Wisher, Nichola Threadgold, Dr George Thomas, John Roberts and Sir Nic Dakin.

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.

SECTION ONE

WHO WE ARE

About Us

Situated in the heart of North Lincolnshire, Lindsey Lodge Hospice and Healthcare has been providing high quality, specialist palliative care to local people and families living with life limiting illnesses for 29 years.

We provide care for adults with life limiting illnesses from the North Lincolnshire and East Riding areas. A significant portion of our funding comes from our charitable fundraising activities, the remainder is provided by NHS grants.

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

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.

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.

Our core business

Our purpose is to provide excellent care and support to people living with or affected by life-limiting illnesses. Our purpose drives our clinical care and how we develop our services. Our values are at the heart of everything we do and we expect all staff to work in a way that demonstrates our values.



LINDSEY LODGE
Hospice and Healthcare
LINDSEYLODGEHOSPICE.ORG.UK 01724 270835

VISION, MISSION & VALUES



Vision

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

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

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



Mission

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

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

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



Values

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



National, regional and local guidance over the past year to support and maintain the ongoing delivery of services

As we have moved through 2020/2021, our focus has been to maintain services with the inevitable constraints of living alongside the Coronavirus. Learning from bed closures and delivering support to people in their own homes has remained a key objective. Prudent financial and business management, coupled increased non recurrent statutory funding has buffered the inevitable loss of charitable and voluntary income. As you will see from this Annual Review we have very strong, loyal public support and committed staff and volunteers who have helped us on the road to recovery and into a bright new future.

We have facilitated patients and visitors with choices around decision making which has been especially relevant in the last 12 months where we have had COVID-19 restrictions. Patients have been offered the choice of video visits using a tablet or phone and we have implemented the use of video and telephone consultations where appropriate. We have adapted services and used innovative approaches to ensure the continued delivery of high quality specialist palliative care throughout the pandemic and continued to be loud and proud of the hospice movement. Collaborative work has rapidly strengthened with colleagues across the 7 Humber Coast and Vale hospices in order to share and support best practice with discussions on the co-ordination of strategic and service initiatives across other health sectors including acute, community and social care has seen a significant positive shift.

Our Mission Statement 'always there to care' acknowledges our care services are reliable and available locally and we have continued to consider accessibility over 7 days in order to avoid admissions to acute hospital as far as possible. Details of this are outlined in the Quality Report.

Patients are referred to us by their GP, community nurse or consultants from local acute hospitals and 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 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 have continued to support this in a way that has been appropriate and fitted with government guidance this year.

We acknowledge the past year has been extremely challenging for all of our team, with the risks and pressure on everyone associated with the Covid-19 pandemic, restrictions on visitors, rigorous testing and all of the additional PPE requirements, staff have stepped up to the challenge to ensure we continue to provide the best possible care to our patients and their families.

Sadly our use of volunteers has been restricted during the 12 months as the need to lockdown our site was required. We have tried to 'keep in touch' with telephone and written contacts but with over 400 volunteers this has been hugely challenging with a reduced workforce. We are slowly re engaging with careful assessment of risk to ensure both our volunteers, patients and staff are kept as safe as possible and we thank our volunteers for their support to us and acknowledge many of them have experienced difficulties over the year. We could not do what we do without volunteers and are hoping to see both new faces and returning well loved, respected volunteers who have become part of our hospice family.

'Always there to care'

SECTION ONE



OUR BRAND

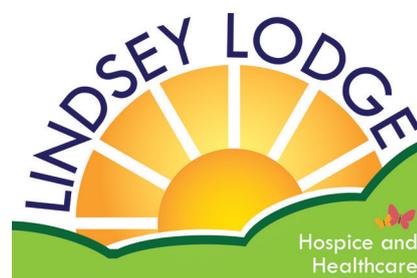
You will notice that we have changed our branding to reflect the wider contributions to healthcare we are now providing particularly in respect to those living with life limiting conditions. It is great that treatments are allowing people to live and cope longer with a long term condition and we pride ourselves on our care, both as an inpatient and day attendee that is aimed to improve the quality of life experienced by those suffering.

This was a Board decision and reflective of our changing portfolio and our specific support to respite care of which has been welcomed with very positive feedback from patients, families and carers.

We're now delivering a variety of innovative services and interventions, such as our Breathe Easy Enablement Programme (BEEP), which not only helps patients with self-management of their conditions, but has also been proven to relieve pressure on emergency services and the local acute trust.

In response to the pressures across the wider health sector as a consequence of the Covid pandemic, the Hospice was able to widen its ability to accept non-hospice patients to our Counselling and Support Service and, in addition, have placed more focus and resources on our Fatigue and Breathlessness services in order to take pressure off other health partners as demand for respiratory treatment increased due to the longer-term impact of Covid.

We're very proud of our dedicated team here at Lindsey Lodge who have made great steps in continuing to develop innovative care and treatments and feel our new branding reflects our ongoing journey.



“It’s a relief to be here and know I can come back when I need to. All of the girls are lovely.”

Mary has been a respite patient at Lindsey Lodge twice

“When I started on this course I was tearful, unable to do much physically around my home or climb the stairs. Now using techniques learnt and understanding, I am more positive in my outlook, my family and husband also have felt the benefit as I am better able to explain issues I feel, and they are now able to help keep my focus.”

Breathlessness patient

STRATEGIC DIRECTION

We are part of a wider health and social care system

Lindsey Lodge doesn't work in isolation, as we play an important part in North Lincolnshire's wider health and social care system. Our team works in close liaison with each patient's GP, community nurses, therapists, pharmacists and other specialists to ensure the most effective coordination of care. We pride ourselves on supporting efficient discharges and working with social care teams and the voluntary sector to ensure care packages are in place.

Many patients access hospice services for symptom management and we are able to use the hospice inpatient unit for short periods of stay in order to assess and modify care and treatment plans. Offering support and helping families to cope with more confidence is vital as care plans and associated drug regimes can be complicated and daunting to families until they are better understood and become more familiar.

“I would like to thank everyone at Lindsey Lodge Hospice for looking after my wife when she came in for a short time and to thank them all for working through these difficult times. You are all truly amazing.”

During 2020/21 there were 223 admissions to Lindsey Lodge, there were a total of 223 discharges -152 deaths, 54 went home and 14 other locations.

Sometimes, the Hospice setting is not a patient's preferred place to die, many choose to go home and these wishes are respected and everyone will work hard to allow this to happen.

Easing the pressure on NHS services

The hospice plays a significant role in supporting the wider healthcare system by avoiding hospital admissions and relieving the pressure on acute beds in NHS hospitals. In 2020/21 35% of admissions to the Inpatient Unit were admissions directly from home. The remaining 65% of patients were admitted from acute hospitals, thereby freeing up acute bed capacity.

Despite the disruptions caused by the Covid pandemic the Hospice successfully built upon the Hospice Liaison service which it had introduced in order to facilitate the clinical transfer process between the acute and end of life sectors. This service ensures that patients requiring end of life care and symptom management receive their care in the appropriate setting.

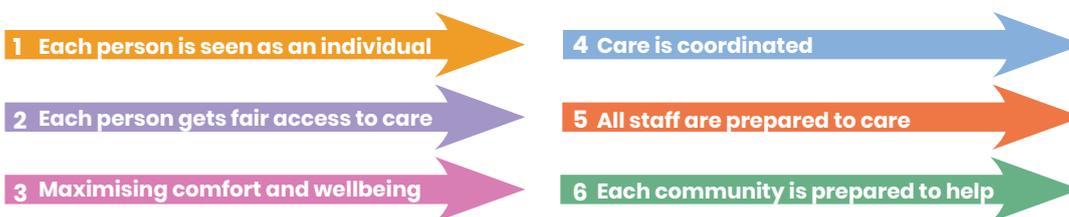


Elaine Bradley
Hospice Liaison Nurse

End of Life Care Partnership

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 linking to the Northern Lincolnshire End of Life strategy that is currently been developed. We are working closely with the following Northern Lincolnshire partners and have engaged with wider stakeholders and the public regarding their vision for End of Life Care.

The developed Strategy and Outcomes Framework to Support the Delivery of Patient Centred End of Life Care for Adults 2021 -2026 will focus on the following 6 Ambitions and robust plans are jointly owned to deliver this Strategy.



What outcomes for patients will we work towards?

- People who are nearing end of life will be identified so the needs of patients and their loved ones will be actively explored, respected and met as far as possible
- More people irrespective of diagnosis, geographical location and culture will be supported in a setting of their choice at the end of their life
- People will have the information that they need to make informed choices about their care
- People will benefit from high quality care to ensure that their symptoms are proactively anticipated and managed 24/7
- Patients care is coordinated between and across services
- Patients and staff understand what provision is available at which points in the pathway
- People receive care from staff who have the right knowledge and skills whatever the care setting and are confident and competent in delivering end of life care
- People will be supported through a holistic approach to end of life care that meets the needs of our populations
- Those who are important to patients will be supported during and after their loved one's end of life.

The Hospice wishes to build upon these local developments in the future. Whilst the Hospice's activities and plans this financial year has been

heavily dominated by the Covid pandemic the after-effects are likely to have a significant influence on future plans – both for the Hospice and the wider health and social care community that it operates. We believe that there will be a continued significant focus nationally on the need for the construction of local, cross organisational health community plans, both in order to ensure that the community has access to sufficient bed capacity and to ensure that it is able to restore overall health capacity in a post-Covid world. The Board and Senior Leadership team look forward to firming our future 3 Strategic Objectives.

Continually learning and improving

As a Hospice we track and publish our quality data, so we are continually learning and improving. Our aim is to give all our patients the best possible experience. Where we can do better, we strive to learn from that experience for next time. Every three months, we publish quarterly statistics that we share with North Lincolnshire and East Riding Clinical Commissioning Group's (CCG). We look at patient trends, areas for improvement and ways we could work differently to enhance the services we provide. Our Quality Report summarises this activity.

SECTION TWO

OUR CORE SERVICES

Staff/Teams

We are a multi-disciplinary team and the organisation employs a total of approximately 105 staff (72.55 wte). Broadly our teams operate within departmental teams as outlined:



• Clinical team:

Medical staff

Nurses

Therapists –

occupational therapy,

physiotherapy,

complementary and

lymphoedema staff

Counselling and

Bereavement support staff

Psychologist

• Housekeeping team

• Catering team

• Retail team

• Fundraising team

• Administration and Clerical team

• Finance team

• Workforce team

• Facilities

• PR, Communications and Marketing team.

Outsourced Services

IT support is provided by F4.

Gardening and Maintenance is undertaken by North Lincolnshire Council.

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

We take this opportunity to thank our contractors, the year has been difficult for them and the access to supplies has been challenging. We have had a robust Business Continuity plan and risk register that has tracked and helped manage delays. We have had no adverse incidents caused from delays and have managed and mitigated risks. Thanks go to the Senior Management Team for their diligence and flexible working to ensure we were able to deliver services safely. They are a small team and have worked weekends and evenings, and have been supported by a very capable Board of Trustees. The trustees have also met more frequently over the last 12 months, scheduling extra ordinary Board meetings as the need arose to offer support and oversight.

Inpatient Unit

Accommodation within our 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. Unfortunately, due to the Covid-19 pandemic we have temporarily closed our two self-contained suites for families of very ill patients and have accommodated those who wish to stay with their loved ones in the patient rooms in an attempt to keep tight infection control measures in place.

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 in the unit and remain proud of our care 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.

Staff help to create precious memories for patient's daughter



Staff went above and beyond to create memories for a patient and her daughter. Lindsey Lodge Healthcare Assistant Louise completed a beaded picture for a patient who sadly passed away before she was able to finish the picture of her dogs. Louise was asked by the patient to complete

the picture for her daughter, so Louise took it home to complete and frame, giving the patient's daughter a gift to treasure.

Hampers to say thank you

Sisters Ruby and Ella raised £105 selling tomato and sunflower plants and learning how to sew masks and book marks on their sewing machine. With the money they raised, they put together wonderful hampers for our nurses, as a thank you to them for looking after everyone during the Covid-19 pandemic.



Handmade hearts help patients and families stay connected

Our Inpatient Team collected pairs of small handmade hearts to give to our patients and their families. The hearts were all sealed in a bag and dated for quarantine purposes.



One heart was given to a patient and the other to their family. This was done when visiting was limited as a result of Covid-19. Our staff thought this would be a great way for patients and families to feel connected while they were unable to see each other.

Respite

We launched our dedicated nurse-led respite bed in 2019/20 to enable carers to take a break from caring, or for patients to take a break from looking after themselves at home. This is funded by the patient and family, either through their own funds or personal care budgets.

Due to the demand for bed capacity and safety/visiting restrictions during the Covid-19 pandemic, we temporarily suspended our respite service for a while, but were able to take bookings as soon as it was safe and appropriate to do so.

SECTION TWO

Inpatient Unit

Medical cover

We have a robust medical on call rota in place seven days a week and the team is headed by Medical Director and Consultant in Palliative Care Dr Lucy Adcock and supported by our employed speciality doctor. Dr Ahmad Al-Khattat was employed in this role until retiring in January 2021. We thank Dr Ahmad for the excellent care and support he has given our patients and families since he joined us in 2018. Dr Ahmad retired in March and we wish him a long and happy retirement in Turkey. We will welcome his replacement Dr Faye Boothroyd into the role, with a start date planned in June 2021.



The medical team support two GP trainees on a six-monthly basis, who are qualified doctors undertaking studies to enable them to move into general practice. The Covid-19 pandemic was certainly a challenging time for us all clinically, and we thank all of our GP trainees for their support during this difficult period.

We recognise the need to facilitate admissions across the full seven days of the week and understand the need for specialist palliative inpatient services does not just arise Monday to Friday. During the first few months of 2021, the clinical team undertook a pilot in collaboration with Northern Lincolnshire and Goole NHS Trust. More information about this important piece of work can be found on Page Q13 our Quality Account at the end of this document.

On Call Service

We offer 24 hour medical support via an on call system and we thank our on call medical staff for working over and above over the past 12 months to support patient care and our clinical staff.



Wellbeing Centre

Our Wellbeing Centre has continued to enable access to clinical, emotional and spiritual support throughout the pandemic. As we entered lockdown, all Wellbeing Centre services were advised to close for face-to-face support which affected all services including day care, counselling and support, complementary therapy and our lymphoedema and outpatient therapy services.



The whole team, inclusive of nursing, therapy and healthcare staff, quickly adapted, converting all provision to 'virtual' methods be that telephone or video call. We shaped more specialist services including our Breathe Easy Enablement Programme (BEEP) and Fatigue, Anxiety and Breathlessness (FAB) group to be able to continue to support people remotely – both of which have continued to be a success.

We have secured funding via grants to complete major refurbishment throughout the Wellbeing Centre to ensure we met the appropriate standards of care (particularly from an infection control perspective) – it looks beautiful and all patients, staff and volunteers have remarked positively on how it is looking. We certainly have a new look Wellbeing Centre that has had new washable flooring, has been fully redecorated and had all our fabric furniture replaced with upholstery that can be fully cleaned in between patients.

Bereavement and family support

This team is a vital asset to our organisation caring for patients and families with a wide range of pre and post bereavement needs. Despite the restrictions placed on face to face appointments, the team have adapted their service to work

remotely to provide telephone/ video support, as well as extending their reach to include NHS staff and the wider North Lincolnshire community during the Covid-19 pandemic. This saw our case load grow significantly. We have taken on a further counsellor to support the increased workload and accessed regular staff supervision for the team given the demands in this service.



Carolyn Connor
Registered Counsellor



Emma Thorpe
Counselling & Support
Practitioner

“

Thank you to Emma in the Bereavement Team for her time & empathy to help me remember my precious mum with a smile, and still be okay to say how much I miss her every day.

Aftercare from our experience at Lindsey Lodge is an extension of the wonderful care and compassion throughout.

Council funding helps widen our bereavement support

Following a nomination process by North Lincolnshire Council, our Bereavement and Family Support Service was awarded a



£10,000 grant to support us in providing this support to families and friends of people who lost loved ones due to the pandemic.

We are extremely grateful to North Lincolnshire Council this significant sum of money, which is supporting us to develop staff and volunteer roles within the team to help us continue to provide a much-needed service to the local community, offering

confidential counselling and emotional support to help people feel valued, understood and listened to, at a very difficult time.



Despite the continued challenges, we have continued to provide safe, caring and compassionate support for patients and their families. The team have maintained resilience and have striven to deliver a gold standard service despite difficulties and frequent changes.

We slowly reopened our services in January 2021 to one to one face-to-face support. We utilised this time to redevelop our services to ensure we were still meeting the need of our patients and families. It has been great, albeit very different, to be able to wrap the Wellbeing Centre services around the patient, which indirectly encouraged our teams to work more integrated – sharing, and developing new skills week on week to support each other as service demand increased.

We look forward to continuing to grow services and expand the remit of our Wellbeing Centre to support the wider community. We have even began work to support patients living with long-covid symptoms (specifically coping with fatigue) which is proving to be invaluable.

What we offer:

- One to one support sessions from various members of the clinical team
- Group sessions (full/half days)
- 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.

SECTION TWO

Patients have a named nurse or therapist 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.

Dragonfly beauty

Beauty therapy is provided on site by the lovely Natalie Steede. This service is available to our patients as part of their attendance if they wish. Services are paid for by the patients. Natalie comes to know our patients well and the support they may require to access these important morale boosting, relaxing services. These services generate income for the Hospice and are very well used services.



Our training and provision highlights

The Covid-19 pandemic significantly affected the delivery of education and training across Lindsey Lodge. Ensuring the safety of patients, staff and students limited the traditional face-to-face teaching methods, however as such, new approaches to education and training evolved.



All learning packages were reviewed and adapted to ensure relevance and context and to identify any potential gaps. The statutory and mandatory training was streamlined and the core elements and staff groups were prioritised.

New and innovative training methods were adopted in particular virtual learning, e learning, webinars and workbooks. It was necessary to offer a blended approach to ensure that these solutions were inclusive. At the end of March 2021, statutory and mandatory training compliance across all

clinical and non-clinical staff was 100%, which exceeds our target.

Infection Protection and Control was a necessary focus of the education and training programme. Staff received a significant amount of additional training and education working with specialist partners in Personal Protection Equipment use, hand hygiene and infection prevention and control procedures. On advice from Public Health England the housekeeping staff and other key staff undertook an accredited "Cleaning with Confidence" training course.

Staff continued to share their expert knowledge with the wider health and social care community. In particular, our Registered Counsellor delivered several sessions on coping with bereavement and loss with local funeral directors and Humber, and Wolds Rural Action Volunteer Hub. Numerous staff have led Project Echo Learning sessions for their End of Life Networks.



Patient Feedback

Sharing our patient stories and their experience plays a key role in raising awareness in the local community of the services we provide at Lindsey Lodge, as well as the important role that hospices play in the wider health community.

There are a number of routes for receiving feedback:

- Patient questionnaires
- Verbal comments
- Thank you cards, letters and emails
- Social media messages
- Donations/fundraising activities in response to care
- Case studies.

For anyone who has not come into contact Lindsey Lodge before, the word 'hospice' can be perceived with some nervousness, or fear. So many people think it is simply a place where people come to die at the very end of their life, when in reality it is so much more.

In recent years, through the work undertaken nationally by Hospice UK and

locally, here at Lindsey Lodge, we have worked hard to raise awareness of what we do within the local community by holding open days and events, supporting campaigns such as Hospice Care Week, even opening new services to welcome the public into the Hospice, such as our Meet and Eat Restaurant, Lindsey's Gift Shop and our onsite beautician Dragonfly Beauty (albeit not during the Covid-19 pandemic).

However, hearing about our work at first hand from someone who has experienced our care, is extremely powerful and can help 'normalise' it, so sharing our patient experience can help support others in their journey through their own care.



As someone who writes for a living, it's taken me a while to be able to find the words to describe the gratitude and awe I feel. Living abroad, the hospice is something I've heard my family talk about and seen friends fundraise for, but never truly understood your power until I flew home to be with my Nana in her final weeks.

During the pandemic, it was a stressful time for us as a family and no doubt you as a healthcare provider. My Nana falling and not being able to see or support her in hospital for weeks was difficult for my Mother and Sister, and I had to wait 5,000 miles away trying to make a decision when to fly. The move to the hospice was a relief for us all, and we feel so incredibly lucky and grateful that we could not only see her but were comforted that she was in the best hands in North Lincolnshire (if not the UK!).

We spent three amazing weeks in your care. I say we, because you looked after us too. You fed us, you brewed us tea and saw we had places to sleep when the time came, all while giving my Nana phenomenal care and attention.

To try and form the words of what this meant to me personally - prior to your hospice, I'd not seen my Nana since Christmas. The longest period of my life without seeing my family, but something that COVID controlled not me. You gave me three weeks with my Nana, which is priceless to me when others have not been afforded this luxury. We laughed, we joked, and we cried, and so did all of you. You became part of our family and my Nana spoke about you like you were her friends.

I won't name names, because I'd have to name your entire team, but everyone was so kind to both my Nana and my Mum. From looking after her in the hours we were not there, to allowing us to have three in the room when the time mattered, you went above and beyond for my family and I feel forever in your debt for that.

SECTION THREE

OUR ASSET BASE

The Covid pandemic has had a major impact on the Hospice's cost and income base during 2020/21 given that, for a significant period of time during the course of the year a large proportion of the Hospice's non-clinical staff base were placed on furlough as retail and fundraising operations were unable to function. The Hospice received certain central government grants which, in return for providing bed capacity to the wider health sector should that be required, provided funding in order to ensure that the Hospice was able to maintain a clinical base over the pandemic period. This income supplemented funding provided by our local NHS commissioner in order to support the Hospice in meeting the one-off costs incurred in operating in a Covid-safe environment.

The Hospice's retail and fundraising activities were severely restricted during 2020/21 but it was extremely pleasing to note that income from the local population, in the form of community, in memorial and general donations increased significantly during the pandemic. The Trustees recognise that this stands testament to the high regard the local public has for the Hospice and its willingness to support it during unprecedented times.

The Trustees would therefore wish to thank the public for their support and donations during the Covid pandemic.

By a pure coincidence of timing the Hospice also received its highest level of legacy income during 2020/21. Legacies received during the year totalled £0.73mil, the Trustees believe that this reflects the significant degree of goodwill the Hospice has built up across the local population over the years within the local area.

The increase in legacy income, combined with the financial support provided by local and national government agencies, has meant that the Hospice generated a total of £4.87mil income during the financial year. Although this is an increase of £1.40mil over the preceding year it should be recognised that a significant proportion of this income is non-recurrent in nature and will not be automatically available to the Hospice in future years.

Therefore, the financial pressures facing this, and other hospices across the country, still remain.

In June 2020 the Board of Trustees signed off a programme of financial savings which, over a full year, would generate savings of £0.45mil. These savings related to both our pay and non-pay budgets; the savings package was designed specifically not to impact on our ability to secure the volume and quality of our clinical services. During the latter stages of the year, and, in recognition of the need to alleviate the recurrent financial pressures facing the Hospice, the savings package increased to the potential for full year, recurrent savings of £0.50mil.

It was not possible to fully deliver this package of savings across the whole of the financial year due to disruptions brought about by the Covid pandemic. However, it was possible to deliver a large proportion of the savings programme in-year and, as a consequence, net expenditure fell by approximately £0.24mil prior to redundancy costs incurred as part of the savings programme.

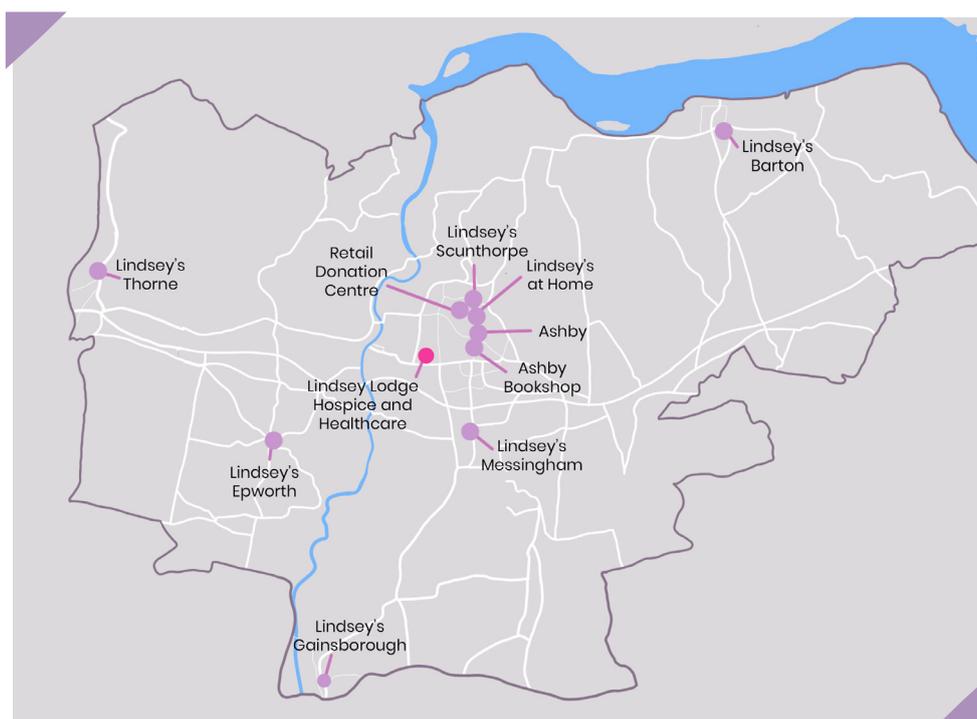
Therefore, the combination of the non-recurrent increase in income and the savings programme the Hospice had put in train during the second half of the financial year the Hospice was able to report a surplus of £1.4mil prior to depreciation.

When the depreciation charge of £0.17mil is included combined with a gain of £0.26mil in the value of the investment portfolio the Hospice reported an accounting surplus of £1.49mil.

Despite the Covid pandemic the Hospice has been able to make significant improvements to our asset base during the course of the year. Improvements to car parking, the garden area adjacent to it and significant refurbishments to the quality of the clinical areas have been made in order to ensure that these areas are fit for purpose in a post-Covid environment.



Lindsey Lodge in the area we serve



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

The Hospice wishes to build upon our learning over the past 12 months and the partnership and collaborations developed. Whilst the Hospice's activities and plans this financial year has been heavily dominated by the Covid pandemic the after-effects are likely to have a significant influence on future plans – both for the Hospice and the wider health and social care community that it operates. We believe that there will be a significant focus nationally on the need for the construction of local, cross organisational health community plans – both in order to ensure that the community has access to sufficient bed capacity and to ensure that it is able to restore overall health capacity in a post-Covid world.

What does this mean?

The Hospice has, during the course of this financial year, been actively participating in the cross-community planning work; building upon the lead and initiatives which the senior leadership of the Hospice had previously entered into. Collaborative work has also already started with colleagues across the hospice sector in order to share best practice and co-ordinate service initiatives across the other health sectors - including acute, community and social care.



SECTION FOUR

THE NON-CLINICAL TEAM

Professional management support

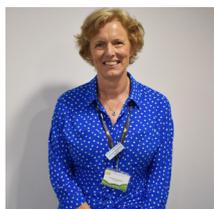
The Hospice has internal teams which cover a full range of disciplines namely: Workforce and volunteer management; general administration and clinical governance expertise; PR, communications and marketing; IT/IG services; finance and income generation.

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

The Board of Trustees



**Alan Bell,
Chair**



**Dr Pat Webster,
Deputy Chair**



Andrew Horwich



Pete Wisher



Nichola Threadgold



Dr George Thomas



Peter Stapleton



John Roberts



Sir Nic Dakin

The Charity's main objective is to provide care and support to people living in North Lincolnshire who may be living with life-limiting illness; this care and support extends to families and carers. The Charity is governed by the Board of Trustees, which is responsible for the Strategy and Governance of the Hospice. Members of the Board of Trustees are also directors under company law. The Board is supported in decision making by detailed scrutiny and recommendations provided by the board sub-committees:

Our Board of Trustees is responsible for the strategic direction and governance of Lindsey Lodge, 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 past year, much of our communication has been done remotely via Zoom conferencing, and we greatly appreciate their commitment and support.

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.

Every year we hold an Annual General Meeting (AGM) to present our Annual Review, Quality Account and Annual Accounts, as well providing an opportunity for the public to pose questions to the Lindsey Lodge Board and Senior Managers.

Last year's AGM was held on 7 July, with staff, volunteers and the general public invited to attend virtually on Zoom. At the meeting we appointed well-known local businessman Alan Bell as our new Chair and Dr Patricia Webster as Vice Chair, after former Chair Andrew Horwich decided to step down from his senior position, while remaining on the Board as a Trustee.

Alan has been a Trustee at the Hospice for over two years, after six years as a Non-Executive Director of North Lincolnshire and Goole NHS Foundation Trust.

We'd like to take this opportunity to say a huge thank you to Andrew for his dedication and support over the past three years.

Our subcommittees are:

Workforce - Chair Nichola Threadgold

Finance and Business Development - Chair Peter Stapleton

Quality Assurance - Chair Dr Pat Webster

We take this opportunity to thank trustees leaving us this year for their voluntary contributions and said good bye to Jim Dunn, Mark Lowden and Angela Lidgard.

We welcomed former local solicitor John Roberts and newly-knighted former MP Sir Nic Dakin to Board of in February 2021.

Other trustees are: Pete Wisner and Dr George Thomas.

The Trustees appoint the Chief Executive who has day to day, 24 hour operational responsibility for the running of Lindsey Lodge. 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.

During 2020/21 there were four senior managers, who participated in an on call rota, in order that out hours responsibilities are shared, and most importantly a senior person can be made available at all times.

Senior Management Team



Karen Griffiths
Chief Executive



Dr Lucy Adcock
Medical Director/Consultant
in Palliative Medicine



Jane Lacey-Hatton
Workforce Manager



Jenny Baynham
Senior Manager Business
Development: Retail &
Marketing



Tom Moody
Senior Manager Business
Development & Income
Generation



Joe King
Finance Manager

SECTION FOUR

Fundraising

Lindsey Lodge fundraising aimed to build on a successful 2019/20 year of income generation with an ambitious and extensive calendar of activity aimed at engaging a wide variety of supporters. With events and campaigns aimed at raising awareness of our clinical footprint whilst contributing to our fundraising income.

During March 2020 and the introduction of the Government restrictions associated with Covid-19 these plans required an extensive overhaul. Despite the disappointment of cancellations and postponements of vast amounts of activity it provided the team with a unique opportunity to re-strategise our approach to fundraising. Offering time to reflect and adapt on the ever changing landscape of income generation.

Utilising the Government's Covid-19 Job retention scheme, a large percentage of the fundraising staff were placed on furlough from 23 March 2020. With a reduced management team tasked with ensuring the new fundraising strategy was implemented during the first Lockdown of 2020.

The fundraising and marketing teams aimed to ensure communications surrounding our clinical status and our financial position were in real time to the public. Offering a chance to support Lindsey Lodge through our Emergency Appeal campaign, which was launched immediately after the introduction of the national lockdown. With a huge amount of financial uncertainty and a sustainable future in doubt, the initial aim was to ensure we could generate funds that would initially ensure our services could remain open and free throughout the early stages of the pandemic.

Responses to our campaign were overwhelming. Offers of support, both through financial donations and donations of essential items were plentiful. The support not only provided the organisation with a funding stream that was vital at that time, it created optimism and immense pride that the community came together for Lindsey Lodge.

Initial financial forecasts were tentative in such uncertainty. However, with the support of our community and local businesses, our income generation remained strong, which in turn enabled the fundraising management to facilitate a return to work for the fundraising team earlier than originally planned.

In line with the Government road map to easing restrictions, the emergency campaign was gradually replaced with a successful #WENEEDYOU campaign, aimed at encouraging members of the public to pledge to take on a personal challenge, or host a fundraising activity. This campaign proved to be extremely popular with some Lindsey Lodge fundraisers featuring on national radio



and the BBC One Show for their efforts. The fundraising team have affectionately adopted #WENEEDYOU as our campaign slogan for future activity, being used later in the year as part of our Christmas Care appeal.

As restrictions began to ease Lindsey Lodge fundraising made their first steps into hosting activity for our supporters into the autumn and winter months. In line with the fundraising strategy, the furloughed fundraising staff members were supported back into the workplace from 1 September 2020. With the Yorkshire Three Peaks event seeing the return of face to face fundraising during early September.



Aiming to ensure our supporters are safe meant the 2020 Glow Walk was unfortunately turned into a virtual event. Although this decision was a difficult one and made with a heavy heart, the support of the participants was inspiring with Glow Walkers spotted across North Lincolnshire.

With fundraising events unlikely during the winter months, the fundraising team welcomed growth in the lottery, personal challenges, superdraws, corporate support and unrestricted grant funding. This largely offset the losses associated with face to face community events. The Christmas Care Appeal introduced a variety of ways to support Lindsey Lodge during the festive season, which proved to be a popular way to engage with the community. Our Christmas tree sales, letters to Santa and tree cycling schemes proved to be more popular than ever.



Virtual fundraising and digital innovation in income generation has been a huge task during 2020/21. The adaptations of the team and continuous personal development of their skillsets has allowed Lindsey Lodge to run, albeit differently, some of our traditional campaigns. With Light up a Life 2020 seeing an intimate virtual service broadcast live on our media platforms in December proving popular and enabling this very special event to continue despite the adversity.



2021 saw the launch of our new sub-brand Challenge with Lindsey Lodge and our digital Remember Me Garden. The latter offering a unique and innovative way of remembering a loved one whilst supporting clinical care. Challenge with Lindsey lodge launching with a very successful Jog on January campaign and increased interest in our calendar of events for 2021.

Reflection on a difficult yet incredibly rewarding year for Lindsey Lodge fundraising brings mixed emotions yet optimism for the future of our services. We are proud of the contributions towards clinical care we have be able to facilitate and we enter 2021/22 with optimism and excitement.

To conclude I would like to thank the team for their commitment and professionalism during a difficult time. The Brand Partners for their support enabling us to plan confidently during a time of such financial uncertainty, and finally the community of Lindsey Lodge supporters that show a passion and dedication to the cause, year in year out. Thank you.

SECTION FOUR

Retail

Following the opening in February and March 2020 of three new Lindsey's Pre-loved Fashion and Gifts stores in Epworth, Gainsborough and Scunthorpe High Street (which also features a Wedding Loft, along with the re-opening of the newly refurbished Lindsey's at Home furniture store on Laneham Street in Scunthorpe, it was enormously disappointing to close all of our retail operations as a consequence of the lockdown measures, associated with the Covid-19 pandemic in March.

Lindsey Lodge was able to mitigate the employment costs associated with the lockdown, by claiming for employees' wages through the Coronavirus Job Retention Scheme and all retail staff were fully 'furloughed' from 23 March 2020. Our shops were also eligible for business rates relief and business support grants provided by the Government and issued through local authorities, which provided significant financial support to our retail operations during the financial year.

In line with the publishing of the Government's roadmap out of lockdown people who were unable to work from home were urged to go back to their jobs, while maintaining social distancing, we re-opened our Retail Distribution and Donation Centre on 18 March 2020 to begin processing donations and preparing for the re-opening of non-essential retail on 15 June 2020. We also re-opened trading on our ebay platform. We held some safe, socially distanced 'donation days' at the Hospice site, which generated significant volumes of donations for us to sort.

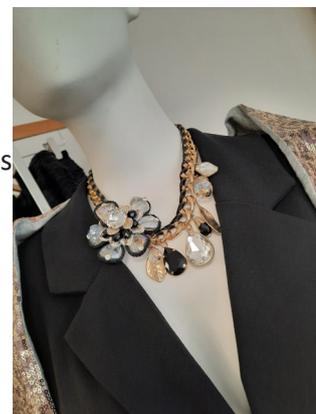
Along with introducing strict social distancing measures and the wearing of PPE, we put in place risk assessments in our RDC and retail shops, to prepare staff to return to work and protect them during the Covid-19 pandemic. This included enhanced cleaning/sanitising, hand hygiene, limiting numbers of staff and customers at any one time and quarantining donated and returned stock. All staff and volunteers underwent a Covid-19 risk assessment induction before returning to work.

Given the ongoing uncertainty in respect of our retail income position and tight controls on non-pay spend to contain cost, we reviewed the leases on all of our shops and renegotiated particular leases and exited some completely, closing shops which did not bring sufficient revenue to the hospice. We therefore closed Crowle and Willoughby Road shops permanently.

In addition, after consulting with our retail workforce, we remodelled our retail function in line with the reduced retail portfolio, to ensure an affordable and flexible retail management team going forwards. This resulted in a reduction of six posts across the retail business.

We also closed the Brigg shop and planned to relocate to new premises in the town, but unfortunately due to the ongoing restrictions on non-essential retail throughout the year, and the lack of availability of suitable alternative premises, we are yet to re-open a shop in the town. However, after being notified of the sale of our large Barton shop, we needed to place our efforts into securing an alternative space to enable us to continue trading and signed the lease on 19 March 2021 on the new premises, which thanks to its size and layout, will enable us to incorporate our vintage stock within the store as well as introducing furniture to our portfolio in Barton.

We took a cautious approach to re-starting trading when the first lockdown restrictions lifted from 15 June 2020, by selecting three pilot shops – Gainsborough, Thorne and High Street, Scunthorpe – to sense check our Covid-19 risk assessments and actions, and test the activity on the 'high street'.



We then gradually re-opened more shops until the whole of our remaining retail portfolio was back up and running by the end of September 2020. Albeit for only two months of full trading in October and December, due to further lockdown restrictions. Despite the stop-start nature of retail, we have seen our retail and distribution model develop significantly to support donations, processing and delivery to our shops. And, with the introduction of furniture into our portfolio, we have developed our logistics to enable us to plan delivery and collection of large items into our transport schedules. We have also developed our channels to market by implementing Facebook Marketplace and other social media platforms to reach online buyers and drive footfall.

There is no doubt that the impact of Covid-19 has been felt heavily on the high street. Several well-known brands and shops, which we have been on our high street for over a century had to shut their doors permanently, and we have seen the rapid growth in online platforms, which has represented a major change in consumer behaviour.

We have continued to develop the Lindsey's Pre-loved brand, and have received fantastic feedback from customers on the look and feel of our new shops, the warm welcome from our staff and volunteers, and the quality of the merchandise on offer. Developing and improving our shopping experience will become even more important in the future as we compete against online platforms.

We will also continue to develop our online presence, to both promote ourselves and our goods to reach a wider customer base. We already have successful ebay platforms for general goods and books, but we will look to develop this further into wedding and accessories as this market re-opens.

Our whole retail team have shown great resilience in facing the variety of challenges they have faced in the past year, and have remained committed to supporting our retail activities to re-open and recover, so we thank them all for this.



Big-hearted Scunthorpe man gives charity wedding business a boost

In July 2020 our bridal boutique The Wedding Loft, based at our High Street shop received fantastic boost from a big-hearted former wedding planner, after he donated thousands of pounds worth of brand new wedding dresses ahead of its relaunch a donation of over twenty beautiful designer dresses from Ashley Hare (24), who

previously owned HBHA weddings said: "I started my business at just 18 after I lost my dad Kevin Hare in 2017, using the money from his legacy to me.

"Over the years my business was a great success, but I decided to move onto pastures new. But, although I no longer work in the wedding industry, I wanted to ensure my dresses would be put to good use to make a local bride's dream day come true."

He added: "Every bride deserves the perfect day, however much or little they have to spend.

"My philosophy was always to give brides a fairy-tale wedding, even if they were on a very tight budget, so I know that by donating these dresses to Lindsey

Lodge, they will be able to do that too."

By donating these beautiful dresses, Ashley provided a very special gift of care to North Lincolnshire patients and their families at the Hospice, as well as helping us to give brides an opportunity to find their dream dress on a budget in our beautiful Wedding Loft.

SECTION FOUR

Workforce Team

The impact of the pandemic has been reflected in our workforce activities over the last year. This has been a challenging period for our teams, as many of our services were significantly impacted by the lockdown and Covid-19 outbreaks at the Hospice. Throughout, our workforce have demonstrated considerable resilience, commitment and flexibility and our objective has been to offer every support to our teams, and ensure we continually engage to support individuals on all matters affecting their employment and wellbeing.



Furlough Arrangements

We have accessed the government job retainer scheme and at various point furloughed almost half of our workforce during the pandemic in a variety of areas (retail/catering/wellbeing/fundraising and admin) since the scheme was implemented. Regular communications were provided throughout with those furloughed to update them on Hospice activities and planned returns to work to ensure we remained in touch, and that all staff felt regularly communicated with. With effect from April 2021 all staff had returned from furlough.

Covid-19 – Health and Safety

Together with our patients, families and visitors, the safety and wellbeing of our workforce was of paramount importance during the pandemic. In this regard, a robust framework for the regular Covid-19 testing of staff, volunteers and visitors has been established.

We have worked closely with our colleagues in the local Trust leading the vaccination programme, to co-ordinate and enable the vast majority of our staff and volunteers to receive their vaccinations. Full risk assessments have also been completed in all areas and continue to be regularly reviewed. We have recently undertaken a workforce survey to assess the impact of the pandemic on our teams and will use this feedback to inform our staff and volunteer wellbeing strategy over the next few months.

Organisational Reviews

Organisational reviews were conducted in a number of areas between July 2020 and January 2021, resulting in nine redundancies (four voluntary redundancies and five compulsory redundancies) and progressed in line with the Hospice's agreed change management policy and good employment

practice. These changes were progressed to reflect a reduction in our retail units and efficiencies arising from organisational restructures. New arrangements were implemented in October 2020 establishing a core central administrative team headed by our Business Manager, Kay Fowler, to ensure the provision of flexible and cohesive administrative support to all areas within the organisation.

Pay and Terms & Conditions

The Board formally decided in January 2021 to move away from Lindsey Lodge mirroring the NHS agenda for change pay, and instead chose to determine their own local arrangements for assigning both cost of living and other pay increases. It was agreed that as part of this process the Hospice would seek to remove NHS redundancy provisions in their employment contract and replace it with statutory provisions. As such a formal consultation exercise was completed on a revised organisational change policy and a formal variation of contract issued to all our staff. A series of staff engagement sessions took place in February 2021 regarding this change followed by formal consultation meetings.

A new remuneration committee has been established and terms of reference agreed. The committee will be responsible for setting the strategy for pay and terms and conditions for hospice staff going forwards.

Workforce information system

The Workforce Department together with support from the Business Manager has implemented a new workforce information system 'StaffCare'. The system provides essential workforce information on a range of HR related subjects and is also an e-rostering system, supporting the effective use of staffing resources across the areas. This has

resulted in a more cost-efficient use of staffing within the Inpatient Unit team, enabling service needs to be matched against available staffing resource. It is anticipated that the development of the system across areas will continue over the next 12 months, ensuring accurate information against key performance indicators, as well as continuing to develop the e-rostering element. The continued development of the system will ensure line managers have access to up to date information on a wide range of workforce data in order to inform decision making.

Staff and Volunteer Awards

Our planned awards evening in May 20 to recognise and celebrate our amazing workforce unfortunately had to be cancelled as a result of the pandemic. We hope however to reschedule this event in February 2022 as a way of thanking our entire workforce for all their commitment and significant contribution during such a challenging period.

Finance Support

Finance Manager Joe King leads our Finance team, Joe has now completed his first two years of his CIMA qualification and is now into his final year of becoming a chartered management accountant. Joe has worked in the Finance team for several years starting as an apprentice. Daniella Huteson, our Finance apprentice is now well on her way to completing her Level 3 AAT qualification. We pride ourselves on developing staff and supporting them with additional external training. Finally Bev Stanbridge completes the team in her part time role of Finance assistant. Bev has settled into the team well and has the important role of purchase ledger processing for the Hospice. Thanks to our Finance team for their diligence and attention to detail that significantly contributes to the organisation.



Joe King
Finance Manager



Dani Huteson
Finance Apprentice



Bev Stanbridge
Finance Assistant

Admin

A decision was made during 2020 to bring the admin staff together as one team to act as a central hub for all key admin task for the business and support all areas through any peaks and troughs

with Kay Fowler, Business Manager, leading the team. In addition, the Reception team which is run by Volunteers also came under the responsibility of the new team.



All work practices were reviewed, to see if changes could be made to maximise efficiency and reduce duplication of work. It has also generated the following benefits to the organisation:

- Reduction in Whole Time Equivalent
- Cross training within the team has enabled areas to function when team members are on annual leave
- Work has largely been covered by a smaller team working differently
- Skills have been shared and learned where required
- Retail has benefited from an admin resource
- The clinical areas have benefitted from some process redesign
- As processes made more efficient has resulted in faster turnaround times for all areas

During the first lockdown we had one member of the team, Sharon Tune, who monitored all letters, cash and donations, working tirelessly to support income generation. Significant increases to campaigns generated high volumes of donations and we saw very successful Superdraw and Light up a Life responses, which again generated a very heavy workload.

As the admin support to clinical areas saw a reduction in work time equivalent following the review, Liz Davies and Mary McDonald have each taken on board a large amount of new knowledge and skills so that they are able to provide a seamless service to the clinical areas. This meant all patient needs and statutory requirements were met, ensuring full compliance to regulations. This has at times proved challenging, especially when we migrated to a different version of System One, which resulted in additional training for the new system and changes to the way of working, but they both faced this with enthusiasm and positivity.

SECTION FOUR

Ruth Tuxford was appointed to PA to Chief Executive during the review and has provided Karen with vital CEO, trustee and Board meeting support, minute taking across operational meetings and provided admin support to retail, which was previously lacking. Ruth's workload has been varied and busy, but has had a positive impact on the new admin team.

The admin team were also required to cover Reception whilst volunteers were unable to attend, this highlighted what a varied role this is and how much knowledge and skill is needed. A small cohort of volunteers were welcomed back in early summer and the same team have continued to support Reception.

The whole team has risen to the challenges that this year has presented, and have faced this head on, embracing the challenge and working together to make the admin team an integral part of the business function at Lindsey Lodge Hospice & Healthcare, so thank you.

During the coming year the team will look to take on additional skills to ensure that the admin support continues to be exceptional and will look to further improve processes to generate efficiencies, as well as continue to cross train in all areas of admin.

Wellbeing at work

Lindsey Lodge take mental health and wellbeing of staff in the work place very seriously and have appointed six mental health first aiders to support and signpost staff. The mental health first aiders are Karen Andrew, Kay Fowler, Kim Newlands, Chris Moore, Julie Popple and Tracy Strong. They are available for staff and volunteers to chat through any issues regarding their mental health and wellbeing. During Mental Health Awareness Week drop in sessions were held to allow staff and volunteers to highlight any areas of concern.

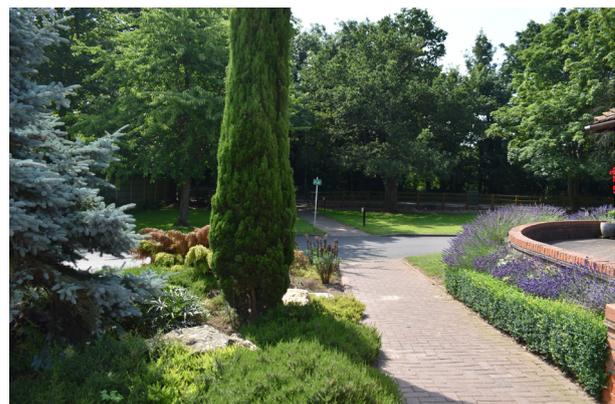
During 2020 we have signposted staff to a number of NHS support agencies and networks offering physiological and practical support for coping



mechanisms during the pandemic and beyond. Headspace, Unmind and Daylight were offered to staff for free, all of which promoted ways to reduce worry and anxiety, improve sleep quality and encourage mindfulness and meditation techniques.

We also encouraged people to complete the 'My Whole Self MOT' which was a Mental Health First Aid England initiative.

In 2021 we are looking to strengthen the support on offer to staff and volunteers, with a view to offering a variety of different activities to promote healthy wellbeing and looking at alternative methods to encourage people to seek help when needed.



Volunteers

Our volunteers have always made a vital contribution to helping us deliver high quality care and supporting us in a wide variety of roles.

The past 12 months have challenged our traditional models of volunteering, as we have needed to restrict access to the Hospice, close our retail outlets and everyone has been urged to stay at home.

However, in spite of these challenges, we have tried to keep in touch through emails, newsletters and keep in touch phone calls with our volunteers to keep them updated about what's going on, in and around the Hospice. We were delighted that so many of them were willing and able to return as and when it was safe to do so.

Unfortunately, not everyone has felt able to return, and we completely understand this, the past 12 months have been extremely challenging for everyone and as we're aware it will be some time before everyone feels safe to go about their daily lives in the same way as before.

However, we have also welcomed a number of new volunteers into the organisation, all with the same motivation – to support Lindsey Lodge to ensure we continue to provide our care into the future.

We therefore take this opportunity to say thank you to all of our volunteers – past and present – without all of you, we certainly wouldn't be able to do what we do.



Workforce farewells

We bid all of our leavers 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 2020 and 31 March 2021:

Gina Barker (Retail); Jo Blamire (Activities Co-Ordinator); Andrea Chapman (Retail); Karen Chatwin (Retail); Wendy Chester (Infection Control Nurse); Michael Coulson (Retail); Helen Dale (Retail); Julie Dixon (Nurse); Nerissa Gallagher (Volunteers Services Manager); Andrew Harrison (Retail); Janice Jenkins (Retail); Amy Jukes (Project ECHO); Leanne Kelsey (Catering and Housekeeping); Andrew Long (Retail); Shane McMartin (Retail); Lisa Palmer (Retail); Andrea Parker (Nurse); Wendy Robertshaw (Nurse); Helene Soboczynski (Nurse); Jackie Smith (Therapist); Garry Suddaby (Gardener) and Sue Welch (Administration).

Those joining us – we welcome new members of Staff and hope they will be happy in their roles
Janine Firth (Nurse) and Harpreet Kaur (Nurse).



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.

SECTION FOUR

Information Technology and Information Governance

Our IT requirements continue to be met by F4 IT services based in Grimsby who we work closely with to ensure that we receive a reliable and responsive IT service. They ensure we receive a secure service based on their ISO 27001 and Cyber Essentials accreditation.

During the pandemic we had to react quickly to ever changing IT requirements to allow staff to work remotely and communicate with each other by embracing Microsoft teams and Zoom software.

We continue to work closely with them on the desktop refresh to ensure that our IT estate is running with the latest hardware and with the most up to date security patches. Feedback from F4 is that 'We are one of the healthiest organisations who they manage, based on the ages of our devices due to previous years investment into IT equipment'.

Our IT/IG meetings are a sub group of the Finance & Business Development Committee, where we discuss IT and Information Governance/Data Protection matters to ensure that we meet the requirements necessary to achieve the standards needed for the annual Data Security Protection Toolkit submission.

In order to support this we have some key roles within the Organisation:

- Data Protection Officer, Kay Fowler, is the first point of contact on all data protection matters and for monitoring our compliance informing and advising staff on our data protection obligations and ensuring that all training is up to date.
- Senior Information Risk Officer, Karen Griffiths, has overall responsibility for risk across the organisation
- Caldicott Guardian, Dr Lucy Adcock, has overall responsibility for protecting the confidentiality of people's health and care information and ensuring that it is used properly.



Communication, PR & Marketing

Never before has our online communication with our patients, staff, volunteers and supporters been more crucial.

Our marketing team have really risen to the challenge, producing high quality social media marketing and innovative digital campaigns to support our income generation activities, updates on care, as well as providing live streaming of key events.

As other organisations have needed to employ the services of digital marketing companies, we have developed new skills in-house and our Marketing PR and Communications Officer



Lizzie Orwin has really risen to the challenge, creating high quality graphic designs and videos to capture attention, and the success of this has been reflected in our media monitoring over the period.

In just 12 months the total reach of our Facebook posts has increased from 1 million (2019) to 2.14 million (2020) and engagement (likes, comments and shares) increased by 46% over the same period. As well as playing a crucial role in supporting income generation, the team have also ensured that we have continued to capture and share patient and family experiences and feedback, to reflect the important work of our clinical teams, during such challenging times.

Online communication requires round the clock monitoring to respond to questions and comments, so we thank the team for their commitment in ensuring our followers receive feedback and prompt 'real time' responses. The virtual Glow Walk was a busy evening with staff from the marketing and fundraising teams ensuring all of our entrants received thanks and encouragement throughout the evening.

Our virtual Light up a Life ceremony was broadcast live over Facebook on a very windy and wet evening



on Friday 4 December from the Hospice's Memorial Garden, the service encouraged viewers to light up a life from home, and has been viewed by over 6,500 people and reached over 11,600 people.

It was very moving to see people's tributes and comments live as the service commenced, and made it a very poignant and personal service. Even though we were apart, we were sharing these special moments together. We thank our Lindsey Lodge chaplains and Cllr Jon Evison, as well as our team for making this such a special experience.

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

Help to record a very special message

Care comes in many guises at Lindsey Lodge, as well as providing our specialist palliative care services and support, we like to go the extra mile when patients need our help.

When Wellbeing patient Ken (63) wanted to record some very special messages of love and support to his wife Alison, we made sure he was able to carry out his wishes in the comfort of his own home.

Lindsey Lodge PR, Communications and Marketing Officer Lizzie Orwin showed Ken how to go about making his very own personal videos and helped him to ensure

they were safely stored and uploaded ready for when Alison is ready to watch.

Ken said: "I'm so grateful to Lizzie and Lindsey Lodge for helping me with my little project. It's so important that I am able to record these messages to Alison to let her know I'm always with her, no matter what. And, if she's having a bad day and needs some support, I'll be there to say 'chin up lass' to help her through."

Lizzie added: "We're so grateful to Ken for allowing us to share his story, he really is a special man and has even offered to share his videos on YouTube in order to help other families who find themselves in a similar situation. I'm sure everyone will find comfort and support in them."



SECTION FOUR

Catering and Housekeeping

Catering

Throughout 2020/21 the Lindsey Lodge Catering Team saw lengthy disruptions to our Lindsey's Meet and Eat Restaurant. With Government restrictions in place, we were unable to open for large parts of the financial year. We managed to briefly re-open in August and welcomed our customers back with support of the 'Eat Out to Help Out' scheme, which proved to be very popular and a much needed boost to the restaurant.



The team experienced a blend of flexible furlough throughout the year ensuring patient meals were catered for whilst reducing our overheads during periods of national and local lockdown. This helped maintain social distancing and reduce staff contact whilst ensuring that the patients of both our Wellbeing services and Inpatient unit were catered for throughout.

The generosity of the public and their support through weekly donated food shops, offers of free produce and subsidised prices from suppliers supported our cost saving exercise during financial uncertainty. The generosity of the community ensuring our catering service was supported during the pandemic was wonderful, for all involved we thank you.

Whilst the forced closure of the restaurant was frustrating it provided time for reflection. Offering an opportunity for a menu re-launch, refreshing our outside catering options and planning an exciting calendar of specials. We are looking forward to welcoming our customers back in the future and the continuation of our catering services to our patients, carers and families seven days a week.

Housekeeping

We have always been very proud of the quality of our housekeeping activities, but as a result of the pandemic there was a need to raise our already excellent standards even higher.

In response to the increased focus on infection prevention and control, we further enhanced our cleaning schedules and clearly segregated the working areas. Following a 30 day consultation with our Housekeeping Team we agreed new working arrangements and rotas, as well as recruiting new staff, to secure additional housekeeping hours.

The team have worked in partnership with the clinical and non-clinical teams to ensure we keep our site as clean and safe as possible.



Garden

Carl Beacock, North Lincolnshire Council Green Spaces Manager saw an opportunity to support Lindsey Lodge Hospice and Healthcare while also adding value to the green spaces around Scunthorpe, by affiliating Sheffield Park, Central Park and Kingsway Gardens with Lindsey Lodge.



The team have regenerated Sheffield Park by creating The Lindsey Lodge Sensory Garden which will open to the public at the end of July 2021. In Kingsway Gardens there is a Lindsey Lodge flower bed and in Central Park the Sensory Walk, Water Fountain and Butterfly flower bed are all dedicated to Lindsey Lodge.

There are additional plans to develop flowerbeds and signage at Burringham Road Roundabout and scope for a second roundabout when the new link to the motorway is built.

In addition the council have entered into a service level agreement to maintain the hospice gardens. They have donated many shrubs, bedded plants and herbs, plus a raised planted bed, a centre piece for the garden, and have secured some toddler play equipment that should be with us shortly.

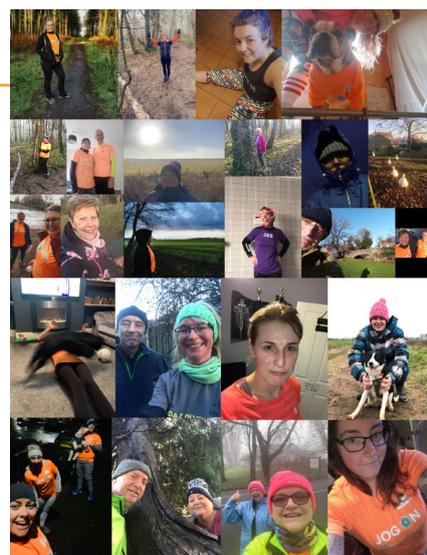
FUNDRAISING HIGHLIGHTS



Lockdown cards give Lindsey Lodge £500 boost

A talented Leeds based illustrator has given Lindsey Lodge a £500 boost after selling lockdown cards for people to send to their loved ones.

Alice Piper (26) was inspired to design the cards by the North Lincolnshire based charity's #weneedyou appeal, which was created to raise much-needed funds after its retail and fundraising activities were drastically reduced by the Covid-19 pandemic.



Virtual fitness challenge raises £29,000

Local fundraisers demonstrated their commitment to Lindsey Lodge by completing our month-long Jog on January fitness challenge, raising a staggering £29,000. We launched our 'Jog on January' fitness challenge in a bid to motivate people to be active for 31 days and raise vital funds to help us continue to support local patients and their families.



Royal Mail superheroes support Lindsey Lodge

The Royal Mail delivery office in Barton-Upon-Humber raised an incredible £4,705 for Lindsey Lodge by dressing up as superheroes and collecting donations as they delivered the post. Thank you so much!



Arnav runs 60k in 30 days

Superstar runner Arnav Singh raised £1,080 for Lindsey Lodge. Arnav's challenge was to run 50k in 30 days, however on day 20 he smashed his target and went on to run 60k in 30 days!



Our biggest Treecycling year yet!

Our Treecycling service raised over £4,000 for Lindsey Lodge in 2021 – our biggest year yet! We couldn't have done this without the help of our fantastic volunteers from North Lincolnshire Council Highways and Neighbourhood Services, STJ Projects and Shift Traffic Events – so a big thank you to them all for their help.



David and Harry complete 100 mile bike ride

David Haber and Harry James originally planned to take part in the Ride 100 in London in 2020, but due to Covid-19, the event was cancelled. However they decided to go ahead and complete their own Ride 100 around North Lincolnshire. Together they raised over £680.



Virtual Festival of Christmas Trees

In 2020, the Festival of Christmas Trees was an online-only event organised by the Rotary Club of Scunthorpe, in aid of Lindsey Lodge. The website featured a number of trees submitted from all of the world, a virtual choir performance and poetry readings. The virtual festival raised over £4,000, a huge thank you to everyone who helped to make it happen.



Hospice staff raise £1,125 with Challenge 28

Staff at Lindsey Lodge got behind our Challenge 28 and completed a 28 mile bike ride here at the Hospice in one day, raising an incredible £1,125! Thank you to them all for their support and to everyone who donated.



Lloyds Bank Scunthorpe support Lindsey Lodge

Lloyds Bank Scunthorpe held a Family Fun Day in aid of Lindsey Lodge, taking on their own #Challenge28 of walking 28,000 steps. In total they did over 56,000 steps and raised a phenomenal £1,200 for Lindsey Lodge! Thank you to all of the staff and customers for their support.



Lynda & Geoff raise £133

Lynda and Geoff Webster raised £133 for Lindsey Lodge. They put on a concert in their front garden for almost three hours to boost street morale during these difficult times and granddaughter Carla also joined them in performing. Lynda and Geoff would like to say a big thank you to everyone on Shakespeare Avenue for their support and for helping to raise money for the Hospice.



Alice's walk raises £1,430

Friends and family of Alice Borrill took on a socially distanced 10km walk through the Lincolnshire Wolds to remember their friend.

The annual walk, which is now in its seventh year, took place on Alice's birthday to celebrate her life and remember her, while raising funds for Lindsey Lodge Hospice. And this year they raised a phenomenal £1,430! Thanks to everyone involved for their support!



Poppy's mile a day in May

Seven year old Poppy set herself a challenge to walk a mile a day in May for Lindsey Lodge. She completed the challenge and raised an amazing £400 for the Hospice! Well done and thank you to Poppy for her fantastic support.