



Annual Review
2017/2018

Welcome from the Chief Executive



Karen Griffiths
Chief Executive

Welcome to the Lindsey Lodge Hospice Annual Review 2017/18, where you will be able to find out about our key work streams and achievements over the past year.

I can't believe that two years have now passed since my appointment.

In this report I will aim to share our highlights from the past year, which included some special birthday celebrations for us.

On Tuesday 18 July Hospice patients, families, friends, supporters - and even the local television media - joined staff and patients for an afternoon of celebration to mark the mammoth milestone of providing 25 years of care.

Our Day Care Unit was opened in 1992 by The Duchess of Norfolk. Since then, thanks to the fantastic support of local people we've expanded and developed our services to be able to provide high quality, specialist palliative care to thousands of local people and families living with life-limiting illnesses.

Twenty five years on we continue to remain focused on delivering these high standards of care, but we acknowledge the needs of our patients are changing. It's also important that we appreciate the pressures in our local health care systems and the influence they have on our work and future planning.

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

The last year has been very busy for us at the Hospice, with a significant amount of work undertaken in our care provision and within the business development team.

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

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Lindsey Lodge Hospice - a snapshot

The area served by Lindsey Lodge Hospice is principally bounded by the North Lincolnshire & Goole NHS Trust, an acute care provider of hospital and community services. The area has a mainly rural population of some 170,000, with Scunthorpe being the largest centre of population with 65,000 people.

What we do

Lindsey Lodge Hospice is run as an independent charity to provide specialist palliative care to day and inpatients to the highest standard, consisting of symptom management, emotional support and end of life care. Our services were inspected by the Care Quality Commission in February 2016 and rated as GOOD.

Our services

All our services are provided free of charge. We provide a wide range of services including symptom management, physiotherapy, a lymphoedema service, complimentary therapy, nursing care at the end of life care along with bereavement and family support services.



Who we support

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

Our facilities

Our 10 bed Inpatient Unit has a family lounge, two twin-bedded en-suite family rooms and family kitchen.

Our five-day Day Care Unit has a patient lounge where patients can enjoy art and crafts and socialising, along with a sunny conservatory and therapy rooms.

We also have a lovely family dining room and our entire hospice building has views overlooking our peaceful, beautifully landscaped, family friendly grounds.

Making a referral

We accept referrals from general practitioners, health professionals, and individuals with a life-limiting illness.

Northern Lincolnshire and Goole NHS Foundation Trust (NLaG) provides both hospital and community palliative care services, we work closely with them in a multi-agency disciplinary approach.



Our services

Round the clock care

We provide 24-hour care in our 10 bed Inpatient Unit, which is open 365 days a year, and our nursing team will go that extra mile to ensure patients are as comfortable as possible.

Some patients improve enough to be discharged from the Unit and others stay with us until the end of their life.



Day care

Our Day Care Unit is open Monday to Friday. We provide patients with nursing care, psychological support, symptom management, therapies, pamper sessions and access to a chaplaincy service. Patients have a named nurse who co-ordinates appropriate care from this multidisciplinary team.



Lymphoedema clinic

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



Therapies

We offer physiotherapy and touch therapeutics, along with an array of complimentary therapies, such as massage, beauty, Reiki, essential oils, chair yoga and hearts to promote relaxation, manage symptoms and relieve stress.



Bereavement support

We offer one-to-one and group sessions, family support, psychological and emotional support and more. We listen, assess and aim to meet individual needs.



Looking back over the year

Our staff and volunteers

We employ over

134 staff

and are supported by over

400 volunteers

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

Trustees

We appointed local solicitor Andrew Horwich as our new Chair and Senior Nurse Advisor with NHS Improvement Dr Karen Dunderdale as Vice Chair, after former Chair Paul Clark and Vice Chair Cannon Michael Boughton decided to step down from their senior positions, but remain on the Board in July 2017.



Andrew Horwich



Dr Karen Dunderdale

Our farewell to Margaret Goodwin, who was our longest serving trustee was marked given her involvement began as the Hospice was fundraising for its building some 30 years ago.

Following a successful external recruitment campaign we welcomed four new trustees in the Autumn, who now have become very active in our oversight and governance arrangements

along with agreeing future strategic objectives for the organisation.

Pete Wisher has a 40 year career in the NHS, working as a medical scientist and latterly in senior leadership and director roles.



Pete Wisher

Alan Bell from Scunthorpe has had a very successful business career and brings this acumen to the team.



Alan Bell

Dr Pat Webster, a part time GP in Winterton feels her time now allows her to contribute to the board of trustees and particularly support the work of our care services.



Dr Pat Webster

Ian Pepperdine has a wealth of experience from working with the charitable sector and this is invaluable to us as we develop our services.



Ian Pepperdine



Senior Management Team

One of the priorities set out in our Annual Review 2016/17 was to focus on the strengthening on our leadership team, so we welcomed two new Hospice directors during 2017/18.

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 Georgiou

Kate Conway is Director of Business Development. This role will support our retail and fundraising activities and strengthen the work we need to undertake to increase our income.



Kate Conway

New employees

During the year we also appointed Jenny Baynham into the role of Communications and Marketing Co-ordinator, which has provided a greater focus on marketing and Kirsty Walker into the role of Data Management and Compliance Officer who will be responsible for data protection and compliance across our Hospice and support us in our readiness for the new General Data Protection Rules (GDPR) which come into force in May 2018.

Medical cover

We are working closely with Northern Lincolnshire and Goole NHS Trust and have a robust medical on call rota in place seven days a week. We welcomed a full time specialty doctor in February, Dr Ahmad Al Khatatt and this appointment significantly strengthens the palliative care medical team and provides additional support to facilitate patient admissions.



Dr Ahmad Al Khatatt

Our volunteers and supporter groups

Our local volunteer supporter and groups continue to be very active, hosting local events to raise money for us and these have been well received well in the local villages and in and around Scunthorpe. Fundraising is hard work and we are proud of our volunteer community supporters for their continued loyal and dedication to the charity.

We celebrated the support of all our volunteers during Volunteers' Week

2017. Our Volunteer Service Manager organised a whole host of events and activities, which were very positively received by the many volunteers who attended some of our celebrations.

Events included long service awards, an art group, a health and beauty pamper session and a 'bake off' with cakes made by staff and shared to all volunteers in our retail outlets.

Our wonderful volunteers contribute in so many different ways, without their support our costs would be significantly higher, we sincerely thank them!



Services

Our care facilities

Day Care

It is noted, as expected from local and national demographics that our patients are presenting with increasing complexity. We are seeing more patients with fluctuating delirium, dementia and neurological conditions.

Our facilities in day care need to reflect that our patients have differing needs with regards to pressure area care, moving and handling and personal hygiene and that day care is not best equipped to support this care.

We have started to consider future day care facilities and the environment that can support the undertaking of care with increased privacy and equipment to support safe moving and handling for staff and patients.

We will draw up plans and consider a marketing campaign to look at sponsorship for refreshed facilities that would also better support wellbeing and spiritual needs. We have held several events with staff, volunteers, patients and families to inform this future development.

Our Director of Nursing and Patient Services has been networking with other hospices' senior nurses on 'nurse led care and facilities' and engagement with the hospice chaplains regarding future day care changes and how they could align with proposals along with their ideas for a multi faith room will be part of continued engagement.



Inpatient Care

Thanks to our 'Sponsor a Patient Room' campaign, we were able to complete a £80k refurbishment of our Inpatient accommodation, funded by local donors, which means we are now able to provide a fully-functioning 10-bedded unit.



The second phase, which covered our two remaining two-bedded rooms included the same high standard of cosmetic modernisation, but also involved a significant re-design of the layout, covering access to the bathrooms, ceiling mounted hoists as well as some building work to enhance privacy.



The response to our campaign was overwhelming, and meant we were able to completely modernise our six single-bedded rooms with new furniture, beds and soft furnishings. We worked closely with our patients and staff to incorporate their feedback and ideas for improvement and they are now less clinical-looking, more comfortable and better suited to our patients' needs.

The arrangement of these rooms meant they were under-utilised in the past, so the development work, which was completed in March, now provides a state-of-the-art environment for people who visit us for symptom management or for those who prefer to some company rather than being in a single room.

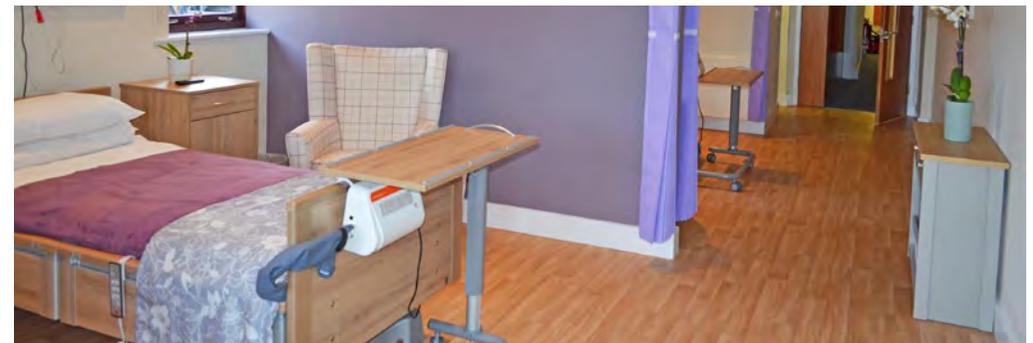


All of the rooms feature beautiful original watercolours generously donated by renowned local artist and hospice patient Dennis Nash.

and all donors were invited back to view the finished results.

An open day was held on Thursday 29 March with a focus on our finished inpatient unit refurbishment programme

We are extremely proud of this environment and thank all those supporting this scheme.



Support services

Finance and Human Resources

We carried out a detailed review of our current Finance and Human Resource function to establish the current level of provision, with a view to recommending possible changes to the service in order that these functions are fit for purpose going forwards and specifically meet the requirements set out in the Hospice's strategic plan.

A number of recommendations have been made together with a need to update and develop some key workforce policies to assist our staff with people management.

Information Technology and Information Governance

We held our first Information Governance (IG) / Information Technology (IT) subgroup of the Board in January and have developed a work plan to support GDPR readiness that the group will support and monitor. Our preparations are progressive and overseen by the Director of Business Development.

We successfully changed IT suppliers to Care Plus Group and have already seen improvements to our help desk response, data storage and speed of equipment. We have developed our IT/IG group meetings and these are now chaired by a trustee and report to the Board.



Our training provision

We employ a clinical trainer 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.

We launched our Risk Management Strategy and offered regular sessions for all staff this year, in order to further develop staff knowledge on managing risk, incident reporting and the risk register.

Wednesday 7 June 2017 marked the end of a six-week trained nurse palliative care course hosted at the hospice, and organised by our clinical trainer. Over 20 nurses working in palliative care across North Lincolnshire attended. The feedback from course evaluation was very positive and our hospitality and services profiled and appreciated.



Housekeeping

We completed the £70,000 refurbishment of our well-loved kitchen which was approximately 25 years old. We now have modern efficient equipment and topped off by our 5 star food hygiene rating, we are extremely proud of our catering facilities.

Work within our Housekeeping Team (kitchen and cleaning) to review establishments against needs of the organisation has been undertaken, as has successful recruitment to vacant posts.

This team played a significant role in preparing for Hospice for our 25th Anniversary celebrations and catering the delicious afternoon teas for all our guests.

Following on from this success, they are now contributing to our income generation, hosting events at the Hospice, the first being a very successful 'Mother's Day Afternoon Tea' held on Sunday 11 March, which sold out and received very positive feedback from many visitors who had never previously visited the Hospice.



Retail

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

We are extremely proud of the teams in all our shops, which are situated in Ashby, Barton, Brigg, Epworth and Scunthorpe town centre, and were delighted to open a new community shop on Willoughby Road Scunthorpe in October and our first pre-loved boutique - Lindsey's in Messingham in February.

We also opened our volunteer-run Cake Lounge at the Hospice in August, which has become a popular little oasis for people to enjoy light lunches and afternoon teas in a family-friendly, relaxing setting. It also offers affordable gifts and greetings cards and is open Monday to Saturday 10am to 4pm.

This vital chain of retail outlets continues to significantly contribute to our income and is very reliant on the work of volunteers.



Our Achievements

Caring for our patients and families

We admitted 407 patients to our services during 2017/18.

Sadly, 79 of the people we were caring for died at the Hospice, 43 went home and 17 died elsewhere.

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



During this period we...

Provided

2,160

inpatient overnight stays and the average length of stay was **15** nights

Had

914

attendances to our Lymphoedema Clinic, and conducted  **322** telephone reviews

Delivered



271

sessions of one-to-one bereavement and family support, along with **203** telephone contacts

Had

2,090

attendances to our Day Care Unit



Received

167

admissions and provided **458** follow up appointments to our Physiotherapy Service



Received

35

admissions and provided **99** follow up appointments to our new Breathlessness Service



Engaging with our staff and volunteers

We continue to hold staff regular engagement sessions which have been well attended by staff and volunteers- feedback from the meetings is publicly displayed on our staff notice boards. We have tried to theme a discussion topic whilst still allowing time for open discussion, questions and answers.

Engaging with our community

We've held five open days to welcome the public and professionals throughout the year, offering a tour of the Hospice and supporting discussions on differing topics. We have seen this as a means of sharing our work with the local community and allowing local businesses to develop relationships with us.



When we found out the Tour of Britain was going to pass by our Hospice, we decided we had to welcome the cyclists in style!

As part of Humberside Police's Lifestyle project 10 year-olds 'The Good Guys' and the 'Funky Friends' chose to support Lindsey Lodge Hospice to help make a difference in their local community.

Both teams helped our patients make decorations for our Tour of Britain display which we placed at our Hospice entrance.

Not only did the display provide a fantastic back drop for our patients, staff and volunteers - joined by our very own Lindsey Bear - to wave on the peloton, it also ensured we appeared on local and national news bulletins, and to top it all off we received the much coveted 'Best Decorated Business' award, which was presented to us by Cllr Rob Waltham, Leader of North Lincolnshire Council.



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 all we do.

Our 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 relationships in the interests of our patients and staff.

Our values



Caring, compassionate, facilitating choice

Acting with professionalism and respect

Responsive to the needs of our patients, families and carers

Excellence in all that we do.

Strategic Direction 2018- 2021



Inpatient Unit

- Current occupancy 60% (10 beds)
- Need to move to 85% consistently
- Determine what is the locality need in terms of future bed use?

Day Care

- 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 we need to offer

Service Expansion

- 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

- 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

- Ensure our premises are fit for the future
- Explore neighbouring land purchase
- Ensure support staff can service the changing organisation

Delivering outstanding care

- Become an 'outstanding' organisation

Lindsey Lodge in numbers

During this period we...

2,090

attendances to our Day Care Unit



2,160

inpatient overnight stays in our Inpatient Unit



1 generous donation of a LymphFlow Advance Machine to our Lymphoedema Clinic by Brian Clark, in appreciation for the care provided to his late wife Jean



Received 167

admissions and provided 458 follow up appointments to our Physiotherapy Service



10

retail outlets



134

members of staff



400

Volunteers



71 Lindsey Lodge Hospice press releases sent out during 2017



3000 Lottery players each week

1,000

people visited our Vintage Fair



37,000

Superdraws sold in our Summer and Christmas Superdraws



256

walkers took part in our Starlight Walk



16

daring people took part in our Wing Walk



20 runners in The Great North Run

50

gardens in our Open Gardens



1,703

followers

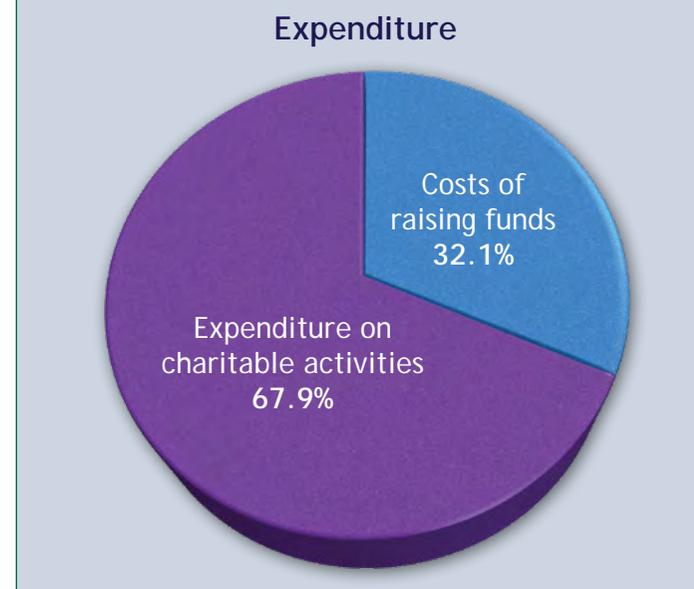


3,377

followers

Financial Summary 2017 - 2018

	2017/18 £,000	%	2016/17 £,000	%
Incoming resources				
Fundraising - donations	536	18.3	614	21.3
Fundraising - legacies	606	20.7	762	26.4
Fundraising - events and lottery	222	7.5	121	4.2
Income from charitable activities - grants	641	21.8	596	20.7
Income from trading activities - retail	897	30.5	761	26.3
Investment income	37	1.2	32	1.1
Total income	2,939	100%	2,886	100%
Expenditure				
Costs of raising funds	1,037	32.1	788	30.7
Expenditure on charitable activities	2,194	67.9	1,778	69.3
Total expenditure	3,231	100%	2,566	100%



Fundraising highlights

Thank you to everyone who supported Lindsey Lodge Hospice during 2017-2018

We provide our care services free of charge to our patients and their families - but they are not free of cost for us to provide. We receive to a small percentage of our annual funding through clinical commissioning grants and rely on the generosity of individuals and groups within our local communities. Gifts in wills also represent a significant proportion of our voluntary income.

Our fundraising team deliver income via personal challenges, corporate and business support along with work in the community.

Highlights of the past year were our record-breaking Open Gardens, high-flying Wing Walk and 25th Anniversary Starlight Walk, as well as our ever popular Vintage Fair, which was attended over 1,000 people. We also brought our Superdraws in house and were delighted by the amazing support we received from everyone who purchased tickets, a huge thank also goes to Jotun Paints for sponsoring the £2,018 first prize in our Christmas draw.

We held a number of successful events here at our Hospice during the year, which received some lovely support from both patients, families and the local community and this is something we will look to build upon and develop in the future.

We continue to be well supported by our community supporter groups who work tirelessly arranging and supporting fundraising events and activities throughout the year.

☀️ Our super-successful Summer and Christmas Superdraws netted us over £42,000, we were delighted when the Summer £2,000 prize winner was Kerry Popple, the daughter of our day care patient Chris Gower



☀️ Over 50 glorious gardens situated in locations in and around Scunthorpe and the surrounding villages, the Isle of Axholme and Lincolnshire Wolds took part in our Open Gardens programme, raising £14,000, which brings the grand total raised over the past nine years to over £80,000



☀️ Daredevil fundraisers took to the skies to raise over £14,000 our charity Wing Walk at Wickenby Aerodrome



☀️ Starlight Walkers stepped out on an eight-mile round trip around Scunthorpe and raised over £22,000



☀️ Over 1,000 people with a passion for the past flocked to our Vintage Spectacular raising over £9,500



Kind-hearted tractor enthusiasts took a forty-mile round trip around the Isle of Axholme, raising over £3,400 for their local hospice



A group of 24 classic scooter riders from the Lost and Lonely Scooter Club raised over £2,200 riding on a coast to coast challenge covering over 350 miles



We are delighted that British Steel selected us as their charity partner for 2017/18, their staff have done some amazing fundraising for us over the past year including Tony Robinson and Colin Harvey who joined thousands of swimmers from all around the UK in the 2017 Great North Swim, enduring a chilly Lake Windermere to raise over £1,000



Visitors to North Lindsey College enjoyed some jaw dropping feats of strength, at the fourth annual North Lincolnshire's Strongest Man competition, which was held by Scunthorpe-based strong man Richard Cowling, and raised over £4,000



A group of eight golfing friends raised over £2,000 for after completing a gruelling 72 hole challenge at Normanby Hall Golf Club, taking approximately 58,000 steps and covering approximately 25 miles - all in just over 15 hours



We held a special event to say thank you to staff from Ongo Communities for their continued fundraising and cooperation, which has seen a staggering £10,300 raised us over the past five years



Big-hearted seven year old Logan Chrost raised over £250 by cycling a marathon 20 miles in the Vale of Pickering



Running duo Debra Donnelly and husband Darren have raised over £2,300 in the Great North Run and took on their first full marathon in York



Diamond couple Ken and Manda Dawson celebrated 60 years of marriage, and asked for donations to Lindsey Lodge Hospice, raising over £335



Kind-hearted staff and customers at the Queen Bess public house donated over £2,200 to Lindsey Lodge Hospice, which was raised in just three months of fundraising, bringing the total since December 2016 to a staggering £6,100



Eric McClellan gave us a £3,060 boost thanks to a year of fundraising with wife Glennis during his 12 month term as President of Ashby Decoy Golf Club



Uma Vijay, whose hair was once so long it reached below her knees, took the plunge and had over 20 inches chopped off, raising £1,600



Our Deputy Senior Nurse on our Inpatient Unit Karen Wright and son Ben took their fundraising to new heights by parachuting from a plane at 15,000 feet, raising over £1,000 for Lindsey Lodge Hospice.





Thanks

Thank you to all our corporate partners who supported us in 2017/18. We couldn't do it without you!

British Steel
 Greenergy
 CO-operative Ltd
 David Edwards Golf
 Conoco D Shift
 Lovelle Estate Agents
 Gravel Master Ltd
 Ongo
 Jotun Paints Ltd
 Making A Difference (Locally) Limited
 Total Lindsey Oil Refinery Ltd
 Conoco Phillips Ltd
 Lincolnshire Iron & Steel Institute
 Hospice UK

Singleton Birch Limited
 TSC Foods
 Foster Environmental
 Dee Kay Dental
 Alpha 3 Manufacturing
 Neil Vessey (Storage Tanks)
 Hornsby Travel Services Ltd
 Harsco Metals & Minerals
 Silica Lodge Garden Centre
 Dowse Haulage Ltd
 Pete Collins Motor Repairs Ltd
 Naylor Funeral Directors
 Nisa-Today's (Holdings) Ltd
 Barry Fenton Insurance Brokers
 Goodwin Healthcare Services
 Unipart Rail
 Toys 'R' Us
 Lincoln & York Ltd
 Ancora Medical Practice
 Border Motor Club
 DFDS Tor Line
 Business Network
 Bradbury Roberts & Raby

Mr Therm
 Natwest Bank Plc
 Townends Accountants Llp
 Moulded Foams Limited
 Harlequin Office Furniture
 B & M Discount Stores
 Vivergo Fuels Ltd
 Elite Office Furniture Uk Ltd
 Jotun Paints Ltd
 Centrica Energy
 Habit5 Ltd
 Sills and Betteridge
 Arrow Engineering Limited
 Johnstone Insurance
 North Lincs Council
 The Bed Shop (Doncaster)
 Express Cleaning
 Lebus Furniture Ltd
 The Melcot Garden Centre
 Symes Bains Broomer

Board of Trustees

Andrew Horwich - Chairman (from July 2017)
 Dr Karen Dunderdale - Vice Chairman (from July 2017)
 Paul Clark (Chairman April to July 2017)
 Canon Michael Boughton (Vice Chairman April to July 2017)
 Alan Bell
 Dr Gordon Leitch
 Angela Lidgard
 Ian Pepperdine
 Dr Pat Webster
 Pete Wisher
 Andrew Wignall

Secretary

Wayne Cross

Chief Executive

Karen Griffiths

Senior Management Team

Karen Griffiths - Chief Executive
 Maureen Georgiou - Managing Director of Nursing & Patient Services/ Deputy Chief Executive
 Dr Lucy Adcock - Consultant in Palliative Medicine/Medical Director
 Kate Conway - Director of Business Development
 Wayne Cross - Finance Manager
 Jane Lacey-Hatton - Senior Workforce Manager

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