

Annual Report



**LINDSEY LODGE HOSPICE AND
HEALTHCARE**



2023 – 2024

Table of Contents

→	01	Letter from the Chair of Trustees
→	02	Letter from the Chief Executive
→	03	Vision, Mission and Values
→	04	Governance
→	08	In-Patient Unit
→	10	Wellbeing Centre
→	12	Holistic Care
→	17	Patient Stories
→	18	Fundraising
→	20	Charity Retail
→	22	Catering
→	23	Supporter Services
→	24	Workforce
→	26	Finance Report
→	28	Lindsey Lodge in the news
→	30	At a glance

Letter from the Chair of Trustees

Alan Bell

Chair of The Board of Trustees



This year has been one of consolidation and development following the significant growth of Lindsey Lodge, after opening the Butterfly Wing with 6 new in-patient beds and the creation of the Butterfly Line to give 24/7 access to quality advice about palliative care and end of life issues.

Staff development across the organisation has been a priority, with demands growing in every area of our activities over the last few years. Our organisational structure has been challenged and developed to meet the demands of today's activity level with governance and affordability always in mind.

We have spent a good deal of time this year exploring ways to use our surplus land to generate recurrent income; this is ongoing. Of course we could simply sell the land given that all around us is now designated for housing development, but this would give us a one year boost but no contribution to future sustainability.

Maintaining and strengthening our focus on providing the highest possible quality of care for our patients, with accompanying support for their families remains at the core of the work of the Hospice Board, as always. We have sought new ways to ensure that the Board has excellent oversight of patient care, with patient stories a regular item on Board and Quality Assurance committee agenda's. Patients and families are often eager to thank and praise our whole team, not just nursing but catering, housekeeping and fundraising as well. Our retail operation continues to develop its scale and profitability, and of course has a vital role to play in our visibility in our community.

All of our main services are provided free of charge to patients and those close to them, which wouldn't be possible without the sustained and generous support of our donors and our local community as well as funding support from the NHS. This year we again saw very strong results from our fundraising team, retail outlets and from legacies for which the Board is very grateful.

Although we know we continue to face challenges in generating sufficient income, in a yet more difficult economic climate, we have somehow always managed to not only survive but grow. This is entirely down to our Executive Team, ably led by Karen Griffiths, our staff, volunteers and the tremendous support we always get from the community which never ceases to amaze me.

I would also wish to recognise the considerable time and effort put in by the Trustee's who like myself, are all volunteers. We have a very talented Board who give their considerable experience and expertise free of charge, and ask nothing in return except the pleasure of working with a great team for a wonderful organisation.

My thanks to you all at the end of my last full year as your Chair, a role which has been challenging but a source of great pride and pleasure. I look forward to a few more years as a Trustee and remaining fully committed to Lindsey Lodge Hospice and Healthcare.

Letter from the Chief Executive



Karen Griffiths

Chief Executive

Welcome to the Lindsey Lodge Hospice and Healthcare Annual Report for the year to 31 March 2024. In 2023/2024 Lindsey Lodge Hospice continued to focus on the delivery of high quality, evidence based and holistic care for patients; support for families including bereavement counselling and sustaining these valuable community services.

Our admission levels continued to rise and our bed occupancy of 80% remained high. With an average length of stay of 12 days, we continue to demonstrate that we effectively support patients to return home with good support packages planned where needed.

Attendance at our Wellbeing Centre remained constant with fatigue, breathlessness services and occupational therapy referrals on the rise. Feedback from patients and families about their experience of Lindsey Lodge services continued to be excellent, reflecting the hard work, dedication and compassion of our staff and volunteers. Our quality improvement priorities, as outlined in our published Quality Account, made good progress in 2023/2024. Partnership working, seeking to ensure improved patient and family outcomes and greater integration of care, included active engagement with local health and social care partners and continued collaborative work with the five other adult hospices within North Yorkshire and the Humber area.

As financial constraints intensify, the organisation has been committed to meeting cost saving requirements by improving efficiency and focusing activity where it will have the biggest impact. This challenge should not be underestimated as the organisation's ongoing success is dependent on the income it can generate from our local community. It is important to thank our wide network of partners, sponsors and donors for their commitment. Their ongoing support is essential to sustaining and enhancing palliative and end of life care (P&EoLC) for everyone who needs it in North Lincolnshire and East Riding.

Our staff and volunteers are our greatest asset and we require them to offer high standards of care in order to uphold the amazing, long standing reputation the hospice holds in its community. Your achievements and contributions are to be applauded and I take this opportunity in this report to acknowledge your outstanding work. My sincere thanks to you, whatever your contributions, we value your time, respect the diversity, range of skills and experiences we have within our team.

Vision, Mission and Values



Vision

To provide high quality specialist palliative and end of life care across North Lincolnshire

Mission

- **WE SUPPORT** patients with life-limiting conditions and their families during illness and into bereavement.
- **WE AIM** to provide services that meet individual needs and facilitate choice.
- **WE ASPIRE** to be a forward-thinking and innovative organisation striving to become a recognised centre of excellence.
- **WE WILL** strive to enable a culture and environment where people can thrive. Nurturing creativity through partnerships and collaborations in order to meet the needs of our community.
- **WE PLEDGE** that all income generated will be used efficiently providing sustainability and ensuring we will always be there to care.

Our Values

Caring Compassionately
Above and Beyond
Respect and Dignity
Excellence

Governance

Registration Details

Type of Service: Hospice Service

Specialism: Caring for adults over 18 years

Local Authority: North Lincolnshire

Monitored Services: CQC registered Lindsey Lodge Hospice to carry out the following legally regulated services here: Treatment of disease, disorder or injury

Karen Griffiths is responsible for these services and holds the position of CQC Nominated Individual. Tom Moody is the Deputy Chief Executive and Director of Income Generation.

Registered Manager of Lindsey Lodge: Helen Turner, Director of Clinical Services, is in day-to-day charge of our CQC-related activities.

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

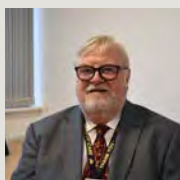
Charity Number: 702871

Gift Aid: Recognised by HMRC for gift aid

Other Regulators: Care Quality Commission, Fundraising Regulator, Charities Commission

Land and Property: The charity owns the Hospice building and land, the Lodge and adjacent 3 acres of land. All the hospice shops and retail distribution centres are leased property.

Board of Trustees



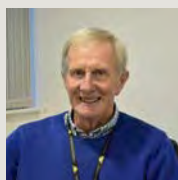
Alan Bell
Chairman



Dr Pat Webster
Deputy Chair



Darren Topp



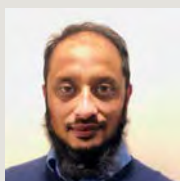
Peter Stapleton



Denise Marsh



John Roberts



Amirul Islam



Sir Nick Dakin



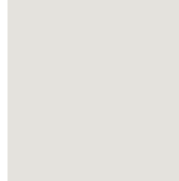
Pete Wisher



Ahmad Muzaffar



Carl Smith



David Jolley

Fit and Proper Person

An annual Fit and Proper Person check has been completed on all members of the Board which includes Trustees and members of the Senior Leadership Team for 2023/2024, all members are compliant and satisfy the requirements. In assessing whether a Board member has the competence, skills and experience to be considered, the assessment does not just cover current abilities but also has regard to the formal training and development the Board member has undergone or is undergoing.

Board Development

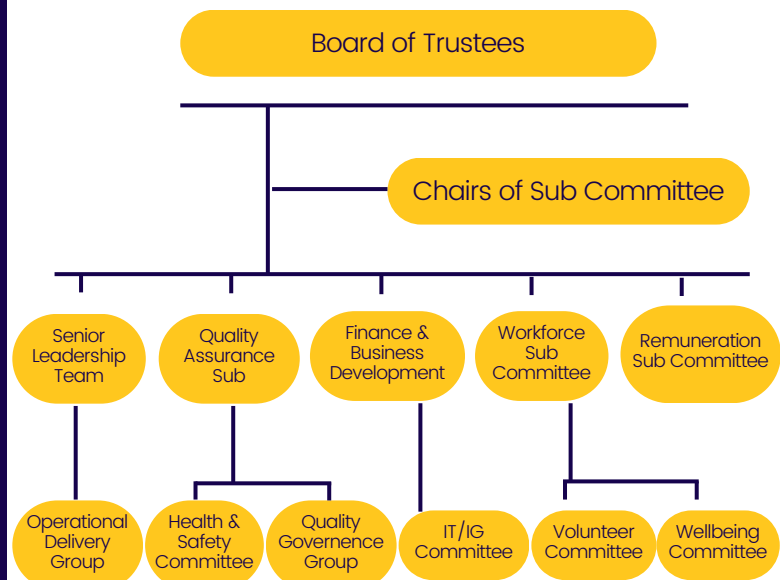
Board Development is considered with Trustees attending relevant webinars and conferences useful to the role. Attendance at the Hospice UK Annual Conference by Board members attending with staff members was supported. The Hospice UK Glasgow Conference 2023, welcomed a record number of delegates – over 1,000 people from the UK hospice sector and beyond to an engaging and inspiring programme of talks, workshops and discussions. Held over 3 days the conference is a great opportunity to network and pick up on current topics and information from the sector.

We were proud to have 2 posters accepted at the conference, showcasing our innovative clinical work and ability to be at the forefront of innovative practice.

The Board and Subcommittee structure:

We have reviewed the overall structure and relationships between the Board of Trustees, the Senior Leadership Team (SLT), the Board sub-committees with delegated authority from the Board and the governance groups to support the sub-committees. We consider the skill set and interest of our volunteer trustees to ensure there is oversight and challenge at each subcommittee. Ensuring the charity fulfils its aims and purpose is a primary responsibility for a trustee and we take this opportunity to thank them for their valuable inputs to ensure we are well led and governed.

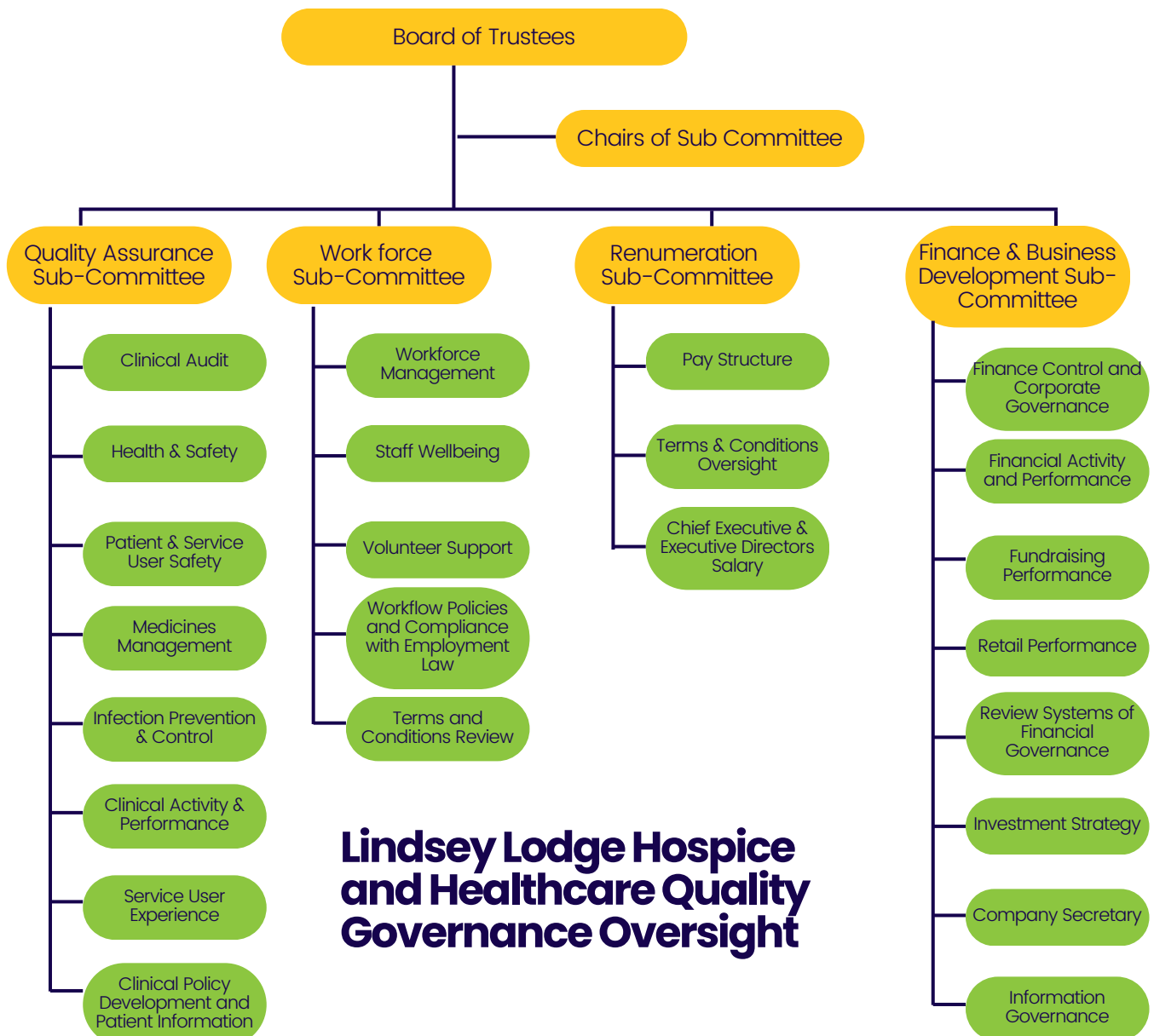
Trustees appointed as at 31/03/2024	Appointment date	Current responsibilities
Alan Bell	27/9/2017	Chair from 2020
Amirul Islam	11/11/2021	
Darren Topp	1/7/2021	
Sir Nic Dakin	22/1/2021	Chair Remuneration committee
John Roberts	1/10/2020	Chair Workforce committee
Carl Smith	18/1/2023	
Denise Marsh	1/11/2021	Volunteer Champion
Peter Stapleton	10/5/2020	Chair Finance and Business Development committee
Pete Wisher	27/9/2017	Speaking Out Guardian
Dr Pat Webster	27/9/2017	Deputy Chair and Chair of Quality Assurance committee
Ahmad Syed Muzaffer	29/3/2023	
David Jolley	20/2/2024	



The Board Assurance Framework has been developed over the last 12 months to provide the Board of Trustees and its sub-committees with assurance (positive or negative) in respect of the delivery of its strategic objectives. It extends and builds on the organisation's existing risk management and governance arrangements. It also brings together in one document all the relevant information on the risks identified via the risk register in relation to the Board's strategic objectives. This will enable the committees and the Board of Trustees to answer the question "Do we really know what we think we know?"

Information regarding operational risks is detailed on the risk register. Each sub committee of the Board reviews medium and low risk at every meeting as a standing agenda item. The Board take oversight and ownership of all high risks, ensuring robust plans to mitigate risk are in place. Ensuring the organisation is well led with robust oversight and governance of all functions and responsibilities has been reviewed over the past 12 months to ensure all compliance and regulatory standards were being met.

The Work of the Hospice at a Glance



Senior Leadership Team



Karen Griffiths
Chief Executive



Tom Moody
Deputy Chief Executive



Helen Turner
Director of Clinical Services



Dr Lucy Adcock
Medical Director



Mike Roche
Company Secretary



Jane Lacey Hatton
Head of Workforce

Strategic Objectives



We will continue to develop our clinical services and strive to deliver outstanding care



We will explore development opportunities for our land portfolio



We will manage the financial health of our charity efficiently



We will maintain a culture and environment where people can thrive



We will explore all income generation opportunities



We will minimise the environmental impact of our work through a series of initiatives investments and pledges

The Year Under Review

We have reviewed our strategic objectives and our hospice strategy which runs from 2023 to 2025.

During 2023/2024 we undertook a review of progress made and have considered how we continue to translate our vision and strategy into operational reality, with a particular focus on high standards of patient care given we expect to be assessed by the Care Quality Commission, of whom last inspected in February 2016.

Inpatient Unit



We provide 24-hour inpatient specialist palliative care to patients over 365 days a year. Our team continue to work hard to go that extra mile to ensure patients are as comfortable as possible. Patients are admitted to the Inpatient Unit for symptom control including palliative rehabilitation, respite or end-of-life care, and can be referred to us by a health professional or family member. The health professional may be a hospital doctor or nurse, or a member of a community team such as a district nurse, GP or Macmillan Nurse.

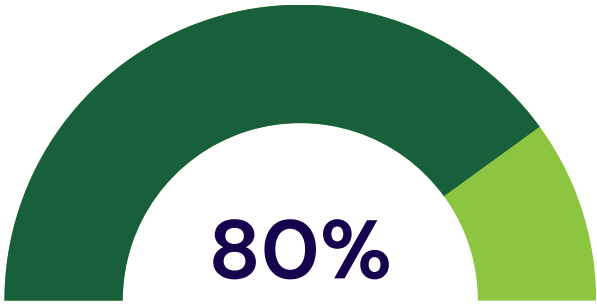
Feedback

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The care and support, respect they gave my wife when she was taken there last Saturday was absolutely fantastic. The staff are awesome and thank you so much for your help and support to me and my family with my wife, who sadly passed away on the 1st February, it was second to none. Would like to thank Dr Adcock for being so honest about everything.

Our accommodation within the Inpatient Unit comprises of 16 beds (twelve single ensuite rooms along with two two-bedded rooms) which also have ensuite facilities. Privacy and dignity in the two-bedded rooms are maintained by a permanent partition wall and curtains when required. All rooms have electric profiling beds and pressure relieving mattresses. There is a nurse call system in place in each room and all beds have access to a television and radio/CD player. Within the unit there is a rehabilitation kitchen with facilities for families and visitors to make drinks. 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 and summerhouse when the weather permits.



Bed
Occupancy

●		402	Admissions	
●		122	Went Home	
●		202	Patients who died at the hospice	

Going Above and Beyond



On Friday 31 March our whole Lindsey Lodge team came together to create a special ceremony for a patient and family to fulfil their wishes, and create a special piece of Lindsey Lodge history. The clinical team handled this with such care and compassion, coordinating the plans and working closely with the family to ensure every detail was captured and created. The fundraising team worked their magic, transforming one of our rooms into a ceremony space, complete with an aisle, flowers, lighting, music, children’s activity hampers and decoration.

The retail team supplied the bride and groom’s outfits with full suit coming from our Warehouse and the dress and accessories being supplied by our Brigg store.

The catering team created the wedding breakfast for the guests, supplied the drinks and made sure everyone was looked after. Julia from our spirituality team lead the service with support from our local registrar.

A special thank you to Calvin Taylor Lee who dropped everything to be the official wedding photographer, Cakes by Andrea who provided a stunning wedding cake, Balloons Galore for the balloon arch, decoration, wedding box and guest book, Wortley House Hotel for the red carpet and Sims Flowers for the bouquets and button holes.

Deputy Chief Executive Tom Moody said: "I have been in awe and so proud to see everyone come together to create this special moment – this is why we do what we do. Going above and beyond, everyday to make sure that everyone in our care receives nothing short of outstanding."

Wellbeing Centre



Lindsey Lodge Launch New-Look Outpatient Service

Lindsey Lodge Hospice and Healthcare launched its new-look Outpatient Service on Monday 3 April 2023.

Patients referred to the service are now offered two distinct pathways – Health based, or Wellbeing based following their initial assessment and linked to the individual goals they decide to set with guidance from the Lindsey Lodge Clinical Team.

Patients who follow the wellbeing pathway, are supported by Lindsey Lodge's healthcare assistants and advanced assistants, who provide an environment that enhances their overall psychological wellbeing, through regular social interaction, and meaningful activities. It offers an opportunity to explore reintegration in the community, help to alleviate boredom, prevent social isolation and provide much-needed carer support.

We offer a daily plan of activities including chair-based exercise, crafting, gardening, memory making, visualisation and relaxation, which patients can attend, as well as time set aside each day for clinics with our medical team and advanced care practitioners.

The Health pathway offers patients interventions led by their own individual specific goals and incorporates an in-depth holistic assessment, with standardised outcome measures. These are delivered through outpatient appointments and reviewed within the period agreed at the point of assessment.

We work closely with local health partners to ensure patients who are eligible for our service, receive the best possible care and support.

Beyond Care

We are grateful to have such excellent support from our community. Throughout the year we have some phenomenal community groups, performers and services come into our Wellbeing Centre to entertain our patients and enhance their wellbeing. This year we were lucky enough to receive visits from animal handlers, comedy performers, musical acts, schools, crafters, beauticians and so much more.



Grants Success

In 2023/24 we have received £15,000 from the Albert Hunt Trust, £10,000 from the Morrisons Community Foundation for an interactive table for wellbeing and £26,000 from the SDF Grant for new UPVC double glazed windows for the inpatient rooms. A huge well done to our new grants fundraiser Laura for getting these over the line.

Grant funding certainly helps us support things that continue to help us 'go above and beyond' and the close working of the clinical team and fundraising team has reaped great rewards over the last 12 months. The interactive table is a great example of this.

Many studies show the use of touchscreens and interactive aids support rehabilitation. We are now using our interactive table to support palliative rehabilitation and particularly help those with neurological conditions to support discussion, prompt memories and bring more fun and laughter into our environment.

Holistic Care

Wrapping services around families is something that defines hospice services from others. Our carer support, spirituality team and psychological support services are amongst others that are provided within our organisation and play a significant contribution to support health and wellbeing of patients, families and carers.

Care navigation within health and social care systems can be complex and difficult when you are unwell to negotiate. We are able to provide services under one roof, optimising contacts for patients and taking away the burden of understanding how and where to access support that may be required. Where we don't have the services here, we are able to clearly signpost or arrange appointments advocating and supporting choices of our patients.

Spiritual Care

Spiritual care plays an important role in our holistic approach to palliative care at Lindsey Lodge.

We care for a diverse and multi-cultural community and recognise the need to ensure we aim to support the spiritual needs of our patients, families, carers, staff and volunteers.

We understand that spiritual care means different things to different people and believe we all need to have a sense of peace and security when faced with the emotional difficulties of serious illness, loss, bereavement and death.

Coming under the care of the hospice can raise all sorts of worries and concerns, and these may be as distressing as the physical symptoms of illness. Such concerns are often expressed as questions about the illness, hopes and fears, the meaning and purpose of life, and what the future holds for family and loved ones.

The Spiritual Team have a role to 'be there', to listen compassionately and provide person-centered, spiritual, religious, cultural and emotional support to all patients, families, staff and volunteers, by helping them to express and explore their thoughts and feelings about the past, present and future as they arise, in order to make sense of things.

Lindsey Lodge also offers the use of a reflection room, which is based in our Wellbeing Centre. The room offers a safe, quiet multi-faith space for contemplation, reflection and prayer.

We are able to access out-of-hours support or plan this with families and their faith/religion contact person who often can be contacted to support prayer or holy communion.



Lindsey Lodge Team Trained to Deliver Reiki

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 quality individual holistic care is provided.

Reiki sessions are part of a collection of wellbeing sessions delivered by our team in order to support them mentally, physically and spiritually.



The impact of these Reiki sessions on our patients have been astounding. Patients commonly show signs of reduced anxiety after their treatments and sleep much better. Many family members and friends comment on how they have seen the stress leave their loved ones bodies after a session.

Care in Numbers



138 Patients avoided hospital admission

●		138	New Assessments	
●		1040	Lymphoedema Appointments	
●		273	Fatigue and Breathlessness Appointments	
●		1473	Therapy Appointments	
●		409	Face to Face Counselling Sessions	

Working in partnership to provide Psychological Support

Psychological Support is a very important strand of our work as coping with a difficult diagnosis or life-limiting condition is extremely challenging and often devastating for both patients, families and carers.

Lindsey Lodge offers a holistic approach to supporting patients and families who are dealing with the diagnosis of an end-of-life, or life-limiting condition. As well as medical and nursing care, it is essential that people receive psychological support to enable them to deal with different emotions associated with end-of-life care.



Principal Health Psychologist Andrea Jones and Psychologist Medical Practitioner Seamar Bhullar (pictured above), are employed by Northern Lincolnshire and Goole NHS Foundation Trust (NLaG) in its Department of Psychological Medicine and visit Lindsey Lodge two days each week to provide one-to-one psychological therapy.

Andrea Jones said: “People who are affected by cancer, or a life-limiting illness can experience difficult feelings such as adjustment problems, anger, anxiety and low mood. These feelings are completely normal, but it’s important for staff to be aware if patients are having these feelings so that we can support them in the best possible way”.

“We’ve therefore worked in partnership with the clinical team at Lindsey Lodge, including the Family Support Service, to develop an ‘Emotional Pathway’ for patients visiting Lindsey Lodge, which makes sure that patients have access to psychological assessment and intervention where needed. A specially designed structured assessment is carried out by trained nursing and therapy staff from the Wellbeing Centre and Inpatient Units.”

Andrea has been supporting specialist psychological support within Lindsey Lodge for a number of years, she also provides advice on anxiety management for the Breathe Easy Enablement Programme (BEEP). Seamar’s role is relatively new, and she brings a wealth of experience from her previous position as a Clinical Nurse Specialist in Gynaec-Oncology.

Seamar said: “I worked with cancer patients for over six years in my nursing role, so I fully understand the pathways for their care and treatment. This additional knowledge brings another dimension to the psychological service we provide to patients at the hospice. In my previous role, I mainly talked to patients over the phone, here at Lindsey Lodge it’s lovely to be meeting them in person, in such a supportive environment when we are here.”

We take this opportunity to thank Andrea and Seamar for their work at the hospice, their work is invaluable.



Alan's Story

“Lindsey Lodge has been absolutely excellent in helping me to recover.”

Alan came to Lindsey Lodge as an inpatient following a Glioblastoma diagnosis. He admitted to feeling down and unable to do a lot when he first arrived at the hospice, but with the help of our rehabilitation team, we have worked with him to build up his strength and teach exercises to get him back on his feet again.

Alan says that the support for both him and his husband has continued beyond his rehabilitation when our team visited his home to check that everything is set up correctly so that he could reach his goal of returning home.

His time at Lindsey Lodge was ‘most enjoyable’ and he is especially grateful for the rest and assistance that our care gave to his partner Paddy.

Sarah's Story

“They treat you like a valued person, and that’s a lovely thing.”

Sarah also attends our Wellbeing Centre and loves taking part in flower arranging, playing bingo and arguing over dominoes! Last year our wellbeing patients also grew flowers and vegetables from seed in our on-site polytunnel. Sarah enjoys the connection with others and notes how important this is for those who live alone. Most importantly she feels valued here. In the wider community, she feels as though people in wheelchairs are occasionally talked over, but here everyone is respected as an individual.



Patient and Carer Information

Our services are detailed within patient information leaflets and we reviewed our information about our services. These are all available on the hospice website and we are able to support language conversion and translator services.

Our patient information and care policies are all dated and we undertake regular review with a robust quality governance process in place supported by our clinical leaders and led by our Director of Clinical Services, Helen Turner. We thank our clinical leads for their support and diligence with these processes that keep our care up-to-date and evidenced-based.



Carers Together

Over the year we have focused on enhancing our support to families and carers and our carers support group has gone from strength to strength. We have facilitated their meeting on our site and the summerhouse has been a popular meeting destination, they have supported one another and shared stories on carers' assessments, moving and handling aids, holidays as a carer and radar keys.

The carers' together group continue to be extremely supportive of one another and are able to share laughter and tears in a comfortable environment and we have been privileged to support them.





CQC Preparation

Our preparation for a potential CQC visit has continued and we have worked to update our staff CQC booklet which was printed and shared. We have scoped content to remind staff of all the great work that happens here at Lindsey Lodge and help staff consider some of the questions we may be asked by the visiting inspectors.

Effective and safe patient care is central to everything we do at Lindsey Lodge. We monitor care quality and safety using a range of measures and continually seek to improve against the latest research evidence and best practice guidance. The measures include patient outcome metrics, patient and family feedback, complaints, service evaluation and audits, clinical incident reviews, staff surveys and views, and the findings from national and local studies.

Quality Account

We publish a Quality Account annually that showcases our journey of Quality Improvement and we are extremely proud of the year of work striving for improvement in our practices. We take this opportunity to thank our clinical teams and support teams for their cohesive work that seamlessly delivers care for our local residents and families.



Fundraising



This past year we saw our community really support our fundraising initiatives, and enjoyed the largest amount of money raised through our fundraising charitable activity to date. With a well established calendar of activity combined with some innovative new ideas we have engaged with more people across all areas of North Lincolnshire than ever before.

Our online engagement strategy has gone from strength to strength with our supporter base growing significantly, which subsequently enables our events and challenges to increase in numbers. The newly appointed marketing team have supported this with innovative new social media channels and activity, whilst developing a brand new website that is mobile friendly and fit for purpose for an expanding organisation. Over the past year we have seen our events in particular raise phenomenal amounts of income. Our Glow Walk, Greatest Showman Ball, Light up a Life, It's a Knockout corporate event and Viking Way Walk combined, raised over £190,000. All of which were sponsored by our Brand Partners, who are a group of businesses that come together to enable all of our flagship events. This sponsorship means that more funds raised through the events goes where it should, to pay for the care here at Lindsey Lodge.

There were areas of growth within our core partnerships with local schools, colleges and businesses. Our Business Club and school events saw a steep rise in numbers, even coming together for some initiatives such as the Apprentice Challenge.

We successfully launched our nationally award winning Pennies Makes Pounds campaign. Aimed at reinventing our traditional collection devices to maximise income in a modern way. Focusing on the theme of "little things add up to be a big impact" in both income and creating special moments at Lindsey Lodge. This initiative brought together fundraising, marketing and retail teams which was the foundation for its success.

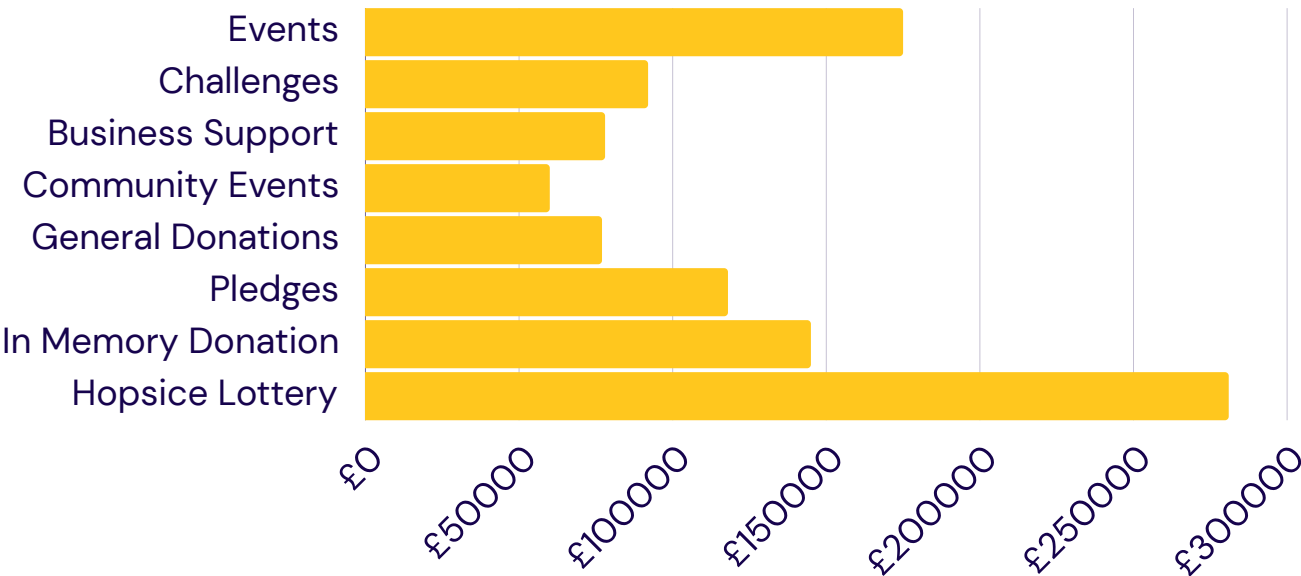
Internally we have developed our trust and grant processes and invested in key staff to drive innovation and projects within our clinical site. This investment has enabled lots of service developments and site refurbishments over the year and we look forward to pursuing what's possible within this area over the next few years.

Our fundraising and marketing team have really worked hard to bring a diverse and high quality plan to life this year and combined with an ever growing dedicated group of supporters we can proudly say that this department injected more money into the hospice to enable the care than ever before. A true team effort and a remarkable achievement. Well done everyone.

Fundraising in Numbers

£1.13 Funds Mil Raised

↑ £111k
Profit increase
from last year



- 
810
Donations in Memory
↑
- 
£400K
Gifts in Wills
↓

Feedback



THE PYJAMA EXPRESS



It was a fantastic event for the whole family to take part in, our daughters are 3 & 10, the eldest loved running it like a real race while the littlest and I could potter round at our leisure. The stations kept it very engaging and it was just such a special Festive feeling. We would absolutely do it again next year.



THE PYJAMA EXPRESS



The whole day was great fun, the volunteers were really welcoming and made the day special. It was a real joy to be around like minded people who were in it for fun at the same time as raising money. Dressing in pyjamas and spending the day with family was brilliant.

Charity Retail



Retail were riding high after a great post covid turn around during the 2022/23 financial year and we entered the year with real momentum.

The Warehouse was fully established and we looked to drive forward and achieve numbers previously unseen here at Lindsey Lodge retail. To support this growth plan we invested in a new Head of Retail, who, along with the Director of Income Generation were tasked with creating a strategy to maximise and grow our portfolio.

As part of this work we saw some changes to the stores with our long standing Laneham Street store closing its doors in January 2024 and our Brigg store relocating to the beautiful old chapel building a few doors down.

The Brigg store gave our customers their first glimpse of our fresh new look with a move back to our core Lindsey Lodge colours albeit with a fresh fun twist. We look forward to rolling this out to all stores over the coming year.

Our long established Ashby, Barton and Epworth stores continued to raise a great amount of income and see high levels of footfall on a daily basis. Becoming a real Lindsey Lodge hub within the community in which they sit.

Our Thorne store had some investment and came away from its £5 and under strategy which certainly resulted in much more interest and income. Combine that with Gainsborough, Messingham and our main site gift shop continuing to hit income expectations we certainly ensured our profitability continued to go from strength to strength.

Generating income from unsellable items is becoming harder as the textile recycle industry is declining over the years. However we saw increases in income within our recycling processes which is great to ensure these items are not going to landfill and having an adverse effect on the environment.

Retail in Numbers

£1.08 Funds Mil Raised

↑ £131k
Profit increase
from last year

- 
£80k Raised in Gift Aid 
- 
£43k Raised From Recycling 
- 
301,358 Items saved from landfill 
- 
150 Volunteers 

Perhaps our biggest improvement would be the work associated with gift aid. Our management team and store teams really drove improvements in this area resulting in a 100% increase in funding being generated from the gift aid process. With over £80,000 additional income coming into the charity when compared to previous years.

We ended the year with a marked improvement on the previous financial year in terms of profitability and as we enter 2024/25 we look forward to further expansion and bringing our unique brand of charity retail to more areas within our community.

To all the staff, customers and the army of volunteers that make Lindsey Lodge Retail so special, we thank you for your hard work and support.

Feedback



STACEY G



ASHBY BOOKSHOP

One of my favourite shops, always such a good variety of books (also DVD's, vinyl, games etc) and reasonably priced, I can easily spend the best part of an hour in here



STEPHEN T



LINDSEY LODGE EPWORTH

Went into this shop today while i was visiting my others half's family who live near by,I have to say what a lovely shop it is,And lots of lovely things,Just a shame i didn't have much time to look at everything,Hopefully on my next visit over that way i will make time.

Catering



A huge thank you to our catering team who have had a really busy year, with both new and returning customers enjoying home-cooked locally sourced food.

The team have been awarded another 5-star food rating, a huge well done to everyone in the catering team for a successful year.

Highlights have certainly been Christmas with a fantastic spread laid out for our Staff and Volunteers at our Christmas Buffet. This evening remains a very popular annual event whereby we can take time to thank staff and volunteers for their contributions to the hospice and we can catch up and socialise with those in teams we may not have seen face to face for a while. All Christmas dinner and afternoon tea bookings were sold out and we saw a fantastic and tasty display of festive food while still maintaining an excellent level of patient dining.

A unique occasion was hosted in celebration of the King's Coronation in May with themed delights on an afternoon tea special which both generated much-needed income for us and engagement with our community.

Feedback



JEFF S



The cafe at the hospice is open to the public. Its a lovely, light airy space and there is plenty of car parking. The food is delicious and the staff are very friendly. It's a great place to go for a drink and a bite to eat and your money goes to a very worthy cause.



JULIA F



Called in here for a coffee, and ended up having something to eat, Very nice place, even though it's small, pleasant atmosphere, nice staff. Glad the proceeds help the hospice too. Well done to all who work there, great job.

Support Services



Small and perfect administrative, facilities, housekeeping and laundry teams are some of our most valued and treasured teams. These teams are on-site and provide vital services all year around, to ensure the smooth running of the hospice. Our internal and external infection control audits continue throughout the year and we are very proud of the excellent cleaning standards that are maintained to support achievement of good audit outcomes.

Maintaining our many information systems, completing timely reporting to our regulators and maintaining our environment are essential tasks and we thank those working across these areas.



Our Workforce



Our staff wellbeing group and volunteer committee have continued to meet throughout the year with ideas generated on how we may improve our workplace and continue to support staff and the volunteer workforce.

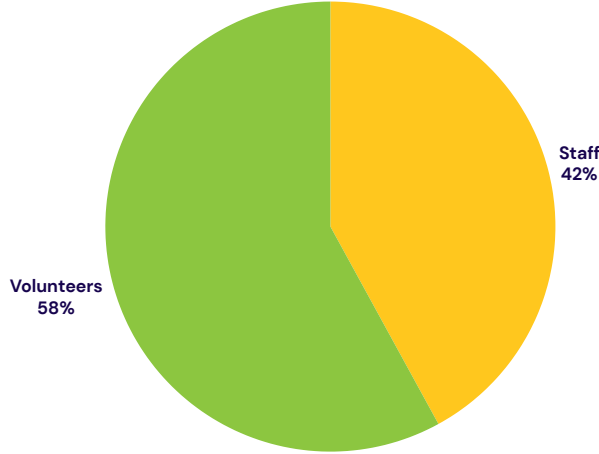
In wanting to recognise the hard work and contributions across the workforce, the Board aligned the 2023/2024 annual inflationary uplift inline with NHS colleagues and offered the same consolidated one-off bonus. As a charity, the work of the Remuneration Committee is vitally important in this regard, as they balance fairness and affordability with the desire to reward and recognise staff contributions.











We thank all staff leaving the organisation to pursue differing career opportunities or retirement plans for their loyalty and commitment to us during their employment. We welcome those new to the organisation and hope they will be happy working with us. The workforce team working closely with the clinical team have revisited, corporate induction programmes, and mandatory training. They have focused on additional clinical training offered to support specific continued professional development within the clinical teams. We continue to hold training and education budgets and have supported staff to attend various external training programmes in both clinical and non-clinical areas.

We do not report any significant recruitment and retention concerns and this is fairly unique within a health care environment. The Workforce Committee have maintained an oversight on sickness and absence, carefully considering our data and have re-looked at our sickness and absence policies. Aligned to this the workforce team have supported line manager training in order that managers remain equipped to embed policies into their work areas and support staff.

Our Workforce team is small and their contributions to this agenda are appreciated, we also thank Sally Watson, our Quality and Education lead, for providing onsite face-to-face training.

Our Team in Numbers



●		15	New Starters	
●		19	Leavers	
●		70	In house face to face Training Sessions	
●		98%	Mandatory Training Compliance	
●		94%	Appraisal Compliance	



Certified Silver

We have been working in collaboration with North Lincolnshire Council to be recognised as a healthier workplace. We have achieved The Silver Healthy Workplace Award which was received by Kay Fowler and Karen Andrew. We are now working towards gaining a Gold Award.

Volunteer Committee

We celebrated Volunteers' Week 2023 (1 to 7 June) and extend a massive thank you to ALL of our Volunteers -The charity could not function without you. Our volunteers are engaged in so many ways from making up raffle hampers, supporting the car boots and helping to prepare and serve meals to visitors in meet and eat. They undertake admin functions, cut our grass, tidying the garden, lead crafting session, serve in our shops and man our reception areas both in the main reception and Wellbeing Centre. You are incredibly giving of your time and we are privileged to have you working with us.





Lindsey Lodge reported an increase in the trading deficit in respect of 2023/24 when compared to the previous year. Prior to depreciation, disposals and movements in the value of the hospice's investment assets, the hospice reported a trading deficit of £0.2mil. This compares to the broadly balanced position reported in the previous year.

The main factor causing the movement in the deficit, is the continuing cost of matching the national NHS annual pay awards. After a period of fairly modest pay uplifts, they have significantly increased in recent years and have begun to place a degree of stress on the hospice's finances. Lindsey Lodge have, for a number of years, aligned to national NHS pay rates; mainly as a way of attracting and retaining clinical staff in an extremely competitive local labour market. The ability to attract qualified staff has allowed the hospice to operate at full bed capacity and the significant growth in the volumes of care provided to the local community highlighted on page thirty of the Annual Report stands testament to our ability to maintain a full clinical staffing establishment.

However, without additional financial funding from central NHS resources, maintaining financial stability will become a significant challenge – hence the need to explore every opportunity to generate additional income from our internal fundraising and trading operations.

The trading deficit highlighted above does not include the accounting charge for depreciation which amounts to £0.2mil. However, offsetting the accounting impact of the depreciation charge, the value of the hospice's accounting assets have significantly increased during the course of the year by approximately £0.2mil.

The combination of the above issues results in a total accounting deficit of £0.25mil – a slight improvement to the equivalent position reported in 2022/23.

Financial Statements

Income Statements

Lindsey Lodge generated an income of £4.4mil during the year, this was a slight increase (1%) on the level of income last financial year. As highlighted elsewhere in the Annual Report all of the hospice's main income streams (for example via our retail, catering and fundraising activities) reported improved performance when compared to the equivalent period last financial year. This represents a commendable performance for these teams in what has been difficult economic national circumstances. We plan to build upon this performance in future years.

The hospice did receive an increase in funds from central government resources during 2023/24 although part of this growth reflected a change in the accounting of pharmacy costs which now appear in both of our income & expenditure accounts.

The one area where the hospice experienced a fall in income was through Gifts in Wills. The hospice received £0.4mil from gifts in wills during the course of the year – however, whilst this remains a vital source of income to support the on-going cost of providing care to the local community it was a reduction on the almost £0.7mil which we received in the previous year.

Expenditure Statements

As highlighted elsewhere in the Annual Report, the hospice has treated a record number of patients during the course of 2023/24 – a significant contributory factor in this has been our ability to operate at full staffing capacity. However, this does result in a continued growth in staffing costs. Whilst staffing costs have increased by 4% when compared to last financial year this growth is lower than the national pay uplift of 5% paid during the year – the difference is being accounted for via the continued focus on cost efficiencies highlighted in the Chief Executive's letter on page 2.

Non-pay costs did also increase during the year – the continued national inflationary pressures were a key driver in the increase in costs, although the technical change in the reporting of pharmacy costs is also a factor.

The expenditure quoted of £4.6mil does not include the annual depreciation charge of £0.2mil, it also does not include the increase in the value of our overall portfolio of investments assets which also increased by approximately £0.2mil.

Income

£4.4 Million



Expenditure (pre-depreciation)

£4.6 Million



Income Breakdown

Fundraising

£ 1.1 Million



Trading activities (including retail)

£1.3 Million



NHS grants & other funding

£ 1.6 Million



Gifts in Wills

£ 0.4 Million



Expenditure Breakdown

Pay costs

£ 3.5 Million



Non-pay costs

£ 1 Million



In the News



Lindsey Lodge Exhibits at Hospice UK Conference

The Lindsey Lodge team were proud to exhibit two posters at the Hospice UK Conference that showcased their pioneering approach to end-of-life care.

Our posters detailed information about our remodelled Wellbeing Centre and the creation of the Advanced Assistant Role. Members of our team had the honour of attending the conference to share learning with other hospices and celebrate their success.

Helen Turner Awarded Queen's Nurse

Our Congratulations to Helen Turner, who has been recognised as a Queen's Nurse.

Helen has achieved formal recognition of her commitment to improving care for patients and it is fantastic that we have someone leading our clinical services with this recognition, Helen's commitment to learning, leadership and excellence in patient care contributes to our continued drive to deliver outstanding care for local patients at the Hospice and in our local community.



Lindsey Lodge Launches New Podcast

As part of our inclusive commitment, Lindsey Lodge launched their first podcast in November 2023. This enables supporters to engage with Lindsey Lodge who would benefit from an audio medium or prefer their news on the go.

Our podcast can be accessed for free on all the usual podcast platforms such as Amazon, Spotify and Apple, just search for 'The Diary of a Hospice'.

Campaigning in the Community



Hospice Care Week

This year, for Hospice Care Week, hospices opened their doors to local MPs to share what it's like to work at a hospice. MPs across the UK are partnering with their local hospice to shadow a variety of roles including nurses, shop volunteers, gardeners or members of the catering team. Lindsey Lodge Hospice and Healthcare were honoured to receive a visit from their local MP Holly Mumby-Croft as an extension of our Hospice Care Week promotion. By engaging with their local hospice, MPs can support brilliant hospice staff and make sure they're not forgotten by national and local decision makers.

An Open Day for The Coronation

In conjunction with the Coronation Celebrations, May saw us marking some other important events Dying Matters Week, The Big Help Out and International Nurses' Day, so held an Open Day here at the Hospice to celebrate these events, as well as raise awareness of what we do. The event was well attended on Thursday 11 May, between 10 am and 4 pm, where we hosted Hospice tours every hour, as well as an opportunity to talk to teams from across clinical and non-clinical areas.



Pennies Make Pounds

In February 2024 we launched a brand-new campaign Pennies make Pounds. The Pennies Make Pounds Campaign focuses on small donations and how they make a big difference to Lindsey Lodge Hospice.

This innovative initiative centres around a piggy bank named "Penny," adopted by supporters to collect loose change. The campaign highlights the power of small donations and how they collectively create a significant impact on the holistic elements of our patient care at Lindsey Lodge.

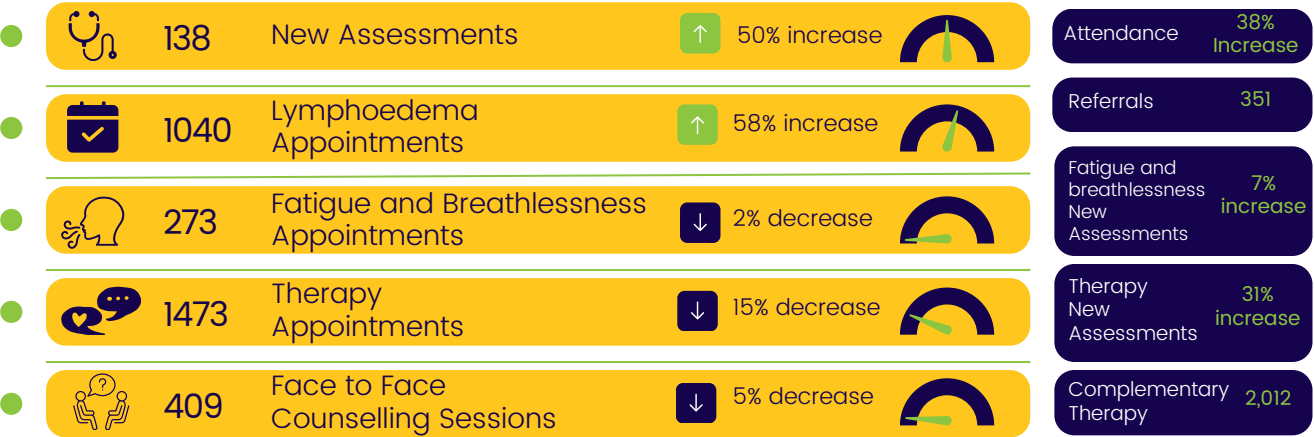


Our Impact At A Glance

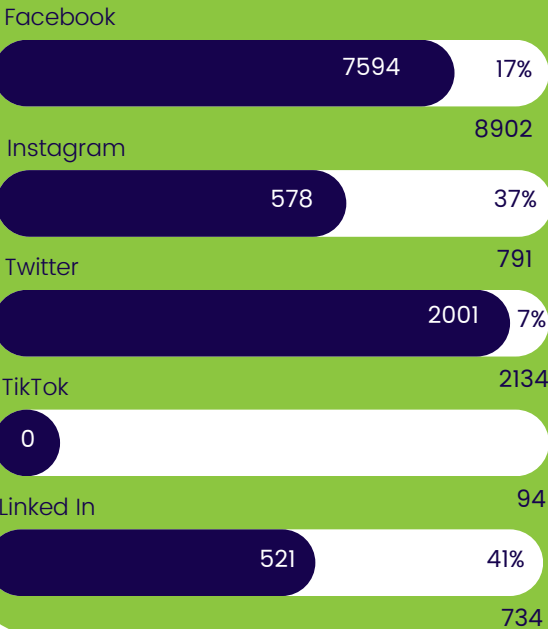
Bed Data

	Hospice UK	Lindsey Lodge		2022/23	2023/24
Total Admissions	..	402	Complaints	5	1
Bed Occupancy Rate	77.3%	80.25%	Compliments	219	223
Average Length of Stay	14 days	12.3 days	Butterfly Line total Calls	904	563
Total Discharges	19.7%	42.5%	Hospital admission avoidance	139	138
Patients Who Died At Lindsey Lodge Hospice	46.6%	52%			

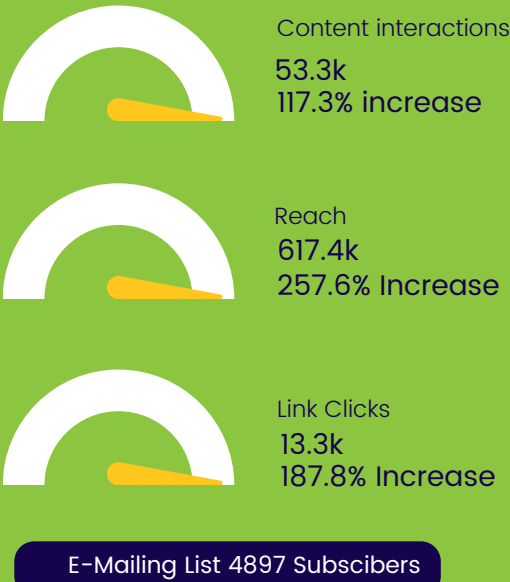
Wellbeing Centre 2022/23 – 2023/24 Comparison



Followers



Facebook data



Income

Fundraising






£1.13 Mil Funds Raised

↑ £111k
Profit increase from last year

Charity Shops

£1.08 Mil Funds Raised

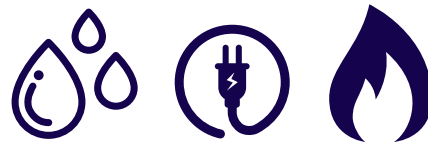
↑ £131k
Profit increase from last year

- 
 £80k Raised in shops from gift aid ↑
- 
 £175K Raised from events ↑
- 
 £110k Raised in catering ↑
- 
 £1.66 Million Grants and NHS funding ↓
- 
 £400K Gifts in Wills ↓

Expenditure

Utilities

£ 101,761



Patient Food

£ 34,444



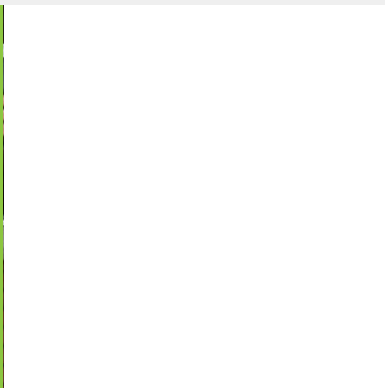
Salaries

£ 3.5 Million









Thank You

Thank you for all your support in our 2023/24 year.



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