

# Doctor Kershaw's Hospice

## QUALITY ACCOUNTS

2021/22



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# Statement from the Chief Executive

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On behalf of the Board of Trustees and the Senior Management Team, I am delighted to present our Quality Accounts for 2020/21.

The COVID-19 pandemic has been a period of uncertainty and challenges for both our community and healthcare services. The healthcare economy in our locality is changing rapidly, with new priorities and expectations from the people we serve and the NHS commissioners, the Oldham Clinical Commissioning Group (CCG). I believe Dr Kershaw's Hospice is uniquely placed to flexibly and responsively lead in delivering new or redesigned services that respond to those needs.



The Quality Accounts 2020/21 reflects on how Dr Kershaw's Hospice has responded to the crisis without compromising our high-quality clinical services and good reputation, continuing to build on the success of previous years and developing our services further to meet the requirements of the community we serve. This report celebrates our successes, learning and achievements through what has been a challenging period of time for all.

Dr Kershaw's is an independent hospice charity that delivers its services to NHS patients in our local area, without charge. We are funded principally by the enormous generosity of the local population, supported by the CCG. We work in partnership with local NHS providers (mainly Pennine Care Foundation Trust & Northern Care Alliance NHS Trust) to offer more integrated care to our local population.

Our ethos is to strive for continuous improvement in the quality and responsiveness of our services to our patients and those important to them, who support them with their life-limiting illnesses.

I am very privileged indeed to be surrounded by a fantastic team of staff and volunteers who have contributed directly to our achievements holding true the values and aspirations of our hospice for the benefit of the people who support us unwaveringly – without this it would not have been possible and I am truly grateful.

Joanne Sloan  
Chief Executive Officer

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# Leadership

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2020/21 has been a year of substantial change and development at Dr Kershaw's Hospice with the Board of Trustees and Senior Management Team looking in detail at the structure of the hospice, services and facilities and building requirements to ensure that the hospice is in a sound position to provide and serve the community of Oldham for many years to come.



**Joanne Sloan**  
Chief Executive Officer



**Dr Matthias Hohmann**  
Medical Director



**Adele Doherty**  
Director of Clinical Services



**Lyndsey Donbavand**  
Director of Quality &  
Governance



**Maria Papaleo**  
Director of Finance



**Rebecca Bentham**  
Director of Income Development

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# Our Mission and Core Values

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## Our Mission

To add quality to the lives of people with a life-limiting illness

## Our Values

Our core values are integral to the way that we work and to the services we deliver

### Inclusiveness

We recognise respect and embrace the diversity of our community, promoting equality in all that we do

### Openness & Transparency

Our openness and transparency reflects our duty to the patient and our statutory obligations

### Dignity & Respect

We treat our patients with the utmost respect, maintaining privacy and dignity at all times

### Responsiveness

We are responsive to the individual needs of our patient, their families and carers

### Compassion

We treat our patients, families and carers with compassion

### High Quality Care

We are dedicated to the provision of the highest quality evidence-based care

### Learning

We will seek your views on your care experiences and use them to learn and develop our services

### Partnership

We will work together and with other agencies to co-ordinate your care and to share our expertise and learning with others



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## 5 Year Strategy – Reflecting on 2020/21

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During 2020/21, Dr Kershaw's Hospice has focused on continuous improvement and this began with the publication of the Strategic Plan 2020-25. This strategy sets out how the hospice would aspire to further improve patient services, governance, organisational development, finance and resourcing, workforce and collaborative working.

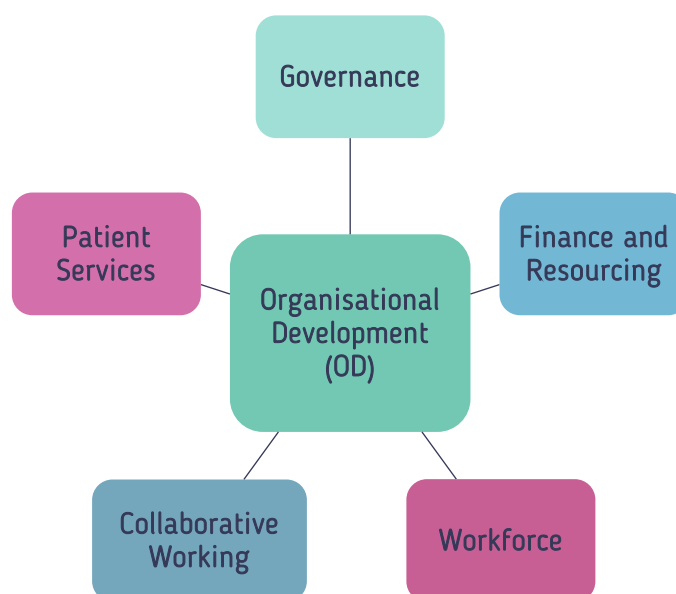
Our new strategy for 2020-2025 will guide us in facing existing and future challenges and help to maximise opportunities so that we can continue to provide the very best end of life services and constantly seek ways to improve the quality of care provided to patients and their carers. Our work to form key objectives for 2020-2025 has identified several areas of strategic importance that will enable us to provide even better services for the Oldham population and to meet the needs of our patients in their preferred place of care.

When developing our new strategy it was important to ensure we considered how to develop current services to meet the changing needs and expectations of patients and families. We also took the opportunity to explore the changing requirements of commissioners and care regulators and identified key drivers for change including:

- ♥ National care priorities and guidance
- ♥ Best practice in end of life and palliative care
- ♥ Changes in legislation and regulation
- ♥ Locality and regional plans for service delivery and joint working
- ♥ Commissioning, funding and fundraising requirements
- ♥ Changing workforce needs and availability
- ♥ Local demographics and community profiles
- ♥ Changes in technology and information governance
- ♥ Environmental challenges

This was important to ensure our plans reflect changes in future health care provision and that Dr Kershaw's Hospice is best placed to make the most of future opportunities and address future challenges.

The key drivers for change were used to explore the potential opportunities and challenges and how these could be used to develop objectives for the next five years. The opportunity was also used to review progress with objectives from the previous strategy and to identify where these might be used as a basis to enable further service development.



## Patient Care

- Develop the Caring Hands service by seeking approval as a substantive service. Implementation of complementary night sitting.
- Devise an integrated strategy to collect, review, learn from and apply patient and carer feedback across all Hospice services.
- Review and develop provision of bereavement support and spiritual care to meet needs of wider patient/carer/family and staff groups.
- Construct a new In Patient service building, develop external grounds and gardens and provide supporting infrastructure.
- Development of the Wellbeing Centre with the appointment of new Activity Co-Ordinator role. Introduction of an Electronic Holistic Needs Assessment (eHNA).
- Review provision and effectiveness of physiotherapy provision across Hospice services.



## Workforce

- Construct an organisational wide competency framework and skills matrix to support staff effectiveness and personal/organisational development
- Design and Develop a Learning Strategy demonstrating how the Hospice assesses, implements and evaluates the learning needs of all staff within a robust framework that supports equality of opportunity.
- Develop a recruitment, retention and resilience strategy that enables the Hospice to attract and maintain optimum workforce levels and skills (Implement 2021/2022).
- Design and deliver a Volunteer Development Programme.



## Finance

- Design and implement a robust financial sustainability plan.
- Undertake a review of all Hospice shops to determine short and longer-term viability, stock control systems and key internal processes.
- Introduce E-Bay sales of donated high-end goods to maximise income generation possibilities and to make best use of changing consumer needs and profiles.
- Review existing VAT processes and ensure these are fully compliant with regulations.
- Explore whether the Hospice should implement its own computerised payroll or procure this externally.



## Governance

- Undertake review of business planning process and preparation of annual business plan.
- Enable effective data sharing of clinical patient records to support effective care provision using EMIS.
- Determine series of measurements that enable the Hospice to demonstrate effective performance against agreed contractual KPIs.
- Benchmark Hospice against all identified CQC standards to determine progress and implement measures that support acquisition of 'Outstanding' CQC rating.
- Develop and introduce new scheme of Financial Delegation and of Management Delegation.
- Design a new communications strategy and supporting action plan that reflects best communication practice with all key internal and external stakeholders.



## Collaborative Working

- Utilise opportunities to share resources and costs via active participation in the GM Hospices group.
- Work collaboratively to influence and develop End of Life Care across the locality.



The Senior Management Team have developed action plans to determine how to best support the delivery of each objective along with a clear vision and plan for 2021/22 to take our long-term strategy into account. Our priority is to provide specialist care in the last days of life for those who have the greatest need. We also aspire to ensure that everyone has access to appropriate care and support at the end of life, and we therefore provide education, general support services and advice to patients, professionals and carers. We are committed to equality of opportunity and access to services and we aim to provide a service that is tailored to the needs of the individual. Over the next five years we will build upon our strong foundation as a specialist palliative and end of life care provider to further develop our services to meet the needs of our patients in their preferred place of care.



## Strategic Priorities 2021/22

Introduce 7-Day Admissions to Hospice In Patient Services

Implement new service 'Care in Your Care Home'

Implement EPMA within In Patient Services

Introduce e-HNA into Wellbeing Centre

Review existing Hospice appraisal system to ensure high-quality appraisal and PDP

Become a centre of excellence in End of Life education

Develop a recruitment, retention and resilience strategy

Optimise IT use within Hospice and/or implement new technology

Explore introduction of the Assistant Practitioner role within the Hospice



In addition to the above objectives the Hospice is committed to continuing our focus on Safeguarding and ensure our internal systems are robust and staff have access to the appropriate training.



**You are at the heart  
of everything we do**

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# Patient Services

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## COVID-19

The COVID-19 pandemic has posed a unique challenge to Dr Kershaw's Hospice and it has been vital to ensure that palliative care considerations have been incorporated into the pandemic planning.



Nursing and medical staff have had to quickly adapt to a new way of working 'safely' and have responded with amazing tenacity. Alternative delivery methods of palliative care were explored throughout to ensure the continuity of a high-quality service Dr Kershaw's prides itself on remained unchanged.



Inside the hospice, we completely adapted the physical layout, with doctors and nurses working within the Wellbeing Centre, art rooms and café so that the hospice's staff could effectively practice government guidelines on social-distancing. The new layout also enabled cross-communication and allowed for staff to closely support each other during a difficult time.

The temporary closure of the In Patient Unit in November 2020 presented the Hospice with an opportunity to do things differently in response to the pandemic. We significantly increased the number of patients cared for in the community, this included our medical staff, who were able to directly support primary and community care services. We deployed our In Patient Night Nursing team into the community, working with the Out of Hours Community Nursing team, supporting the need for a rapid response during the night for all palliative patients across Oldham.

Palliative patients were also given access to a specialist mobile number by either their District Nurse or Community Palliative Nurse and could use this number to contact nursing services as and when required.

Our Caring Hands service continued to provide domiciliary care across the Oldham borough with no disruptions to the service.

The hospice launched a successful online appeal for nursing staff to populate a COVID-19 nurse bank, which allowed us to respond promptly and effectively to service demand. The level of interest was overwhelming and it has been amazing to have high quality Healthcare Assistant's fulfilling the roles exceptionally well and supplementing our existing staff.

The Hospice dealt with more patients than ever before, tripling our offer within the community of Oldham, with two teams operating day shifts and one at night, providing vital support to families across the borough.





Our nursing teams were also working closely with Oldham's Community Nurses, adapting existing models of care in response to the crisis. By aligning more closely with our Community Nursing colleagues we have been able to enhance current collaborative working practices to the benefit of ourselves, our colleagues and most importantly, our patients.

Staff support has been even more essential during the pandemic and continues to be required as the months progress. Initially a 'calm zone' area was set up with supportive and self-help materials to assist with individual's emotional health and wellbeing. Presentations and information are displayed throughout the hospice regarding the support available to staff.

To support staff education and development, a pop-up learning hub was made accessible to all staff during COVID-19, relating to Infection Prevention and Control best practice.

Staff health and wellbeing has also been a priority throughout the pandemic.

We used the opportunity to invest and enhance digital technology which has supported the hospice throughout the pandemic and enabled us to continue functioning throughout the lockdown periods.

All of the staff and volunteers swiftly adapted to the required changes. They ensured our patients remained at the heart of everything we do, offering a calming presence through the difficult days, and their unfaltering dedication to Dr Kershaw's Hospice.



We were delighted to be presented with a 'Special Recognition Award' by Eamonn O'Neil, the High Sheriff of Manchester!

Presented to those who have made an outstanding contribution to the community during the difficult circumstances brought about by Covid-19. Well-deserved recognition indeed for all our staffs hard work and dedication to duty.

As we reflect on what has been a difficult year, we are also optimistic for the future and are very much looking forward to welcoming everyone back into the hospice to enjoy our array of services, our café and our fundraising events.

## Building Our Future

Late 2019, saw the demolition of our old In Patient Unit and foundations laid for a brand-new purpose built and energy efficient unit providing modernized facilities for our patients and their families and friends. During a year beset with difficulties that we could never have imagined in the early planning stages, the new Inpatient Unit has risen steadily from the ground.



The multidisciplinary hospice team set up to oversee all aspects of this ambitious project, guided and supported by Steve Winterbottom as Project Lead (Nichol Thomas) met every week without fail, addressing each challenge as it presented itself. An excellent example of collaborative working across all disciplines.



The new unit has transformed our hospice, offering modern, dignified and private facilities that our patients deserve. It is a facility for Dr Kershaw's and the entire community to be proud of.

On Monday 15<sup>th</sup> February 2021 we welcomed our first patient to the new Inpatient unit.





The In Patient Unit looks fantastic and has exceeded all expectations with comfortable, modern, individual rooms and two twin rooms, which will enable the hospice to provide compassionate and dignified care for patients and their families. The family lounge is warm, inviting and will be a calming place for families to relax and spend time together. The overall unit is bright, with lots of natural light, and is a huge step forward from our old ward.

Although our internal facility is now complete, as with many new build projects, we still have some ongoing external works taking place. Once complete at the end of 2021, our patient rooms will have stunning views of the newly landscaped gardens which will provide seating areas and walkways for patients and their families to spend time in.



When the planning for the new In Patient Unit first started we had hoped for an official launch but due to COVID-19 we have had to this event. We look forward to welcoming everyone back to the hospice when restrictions are lifted, and landscaping has been undertaken. This will enable us to hold a celebratory event that will recognise the long term future of the Hospice and showcase our fantastic new building.



## Medical Services



Since COVID-19 hit, we have adapted our usual working practices to support the community.

Caring for patients in the community regularly resulted in our doctors needing to prescribe additional or new medication. However, we weren't set up as a community prescribing organisation, with any prescriptions having to be issued by the patient's own GP or out-of-hours clinic which could take a substantial amount of time; leaving a patient without necessary medication.

As a result, our clinical team took steps to become a community prescribing organisation; enabling us to issue prescriptions remotely and direct to the patient's pharmacy, providing vital medication quickly. In just 6 weeks, this change transformed our response to prescribing queries.

Since launching, patients have been benefitting from the speed and ease of accessing their medication. One patient supported was a lady with a brain tumour nearing the end of her life who was being cared for at home. The lady was fully mobile, eating and drinking, and had been seizure free for months, but suddenly suffered two prolonged seizures.

One of our doctors accessed the patient's medical records, reviewing medication and recent scans, and was able to gain an in-depth understanding of the lady's condition, advising to increase the current medication combined with steroids. The quick nature of the new system, meant that the lady's family was able to collect her medication just half an hour later from their local pharmacy, even though it was a bank holiday weekend.



With our innovative electronic prescribing system fully in use and making a huge difference to our patients, we shared our results with the Greater Manchester Hospices Group (GMHG) to see if other local Hospices were interested in the same opportunity. GMHG with our support submitted a bid to NHS England for funding to support implementing this initiative and the group was successful, receiving £50,000 in funding to be shared between the hospices.



This new initiative is a vital step forward in In Patient care and we are delighted to be able to share our experiences to support other hospices.

The Hospice's Medical Team also adapted to meet demand and began working 7 days a week, providing a new 24/7 advice and support service directly to Hospice at Home staff, GPs, and community teams - a service which was not available 7 days a week prior to the pandemic.



## Wellbeing Centre

The Wellbeing Centre did unfortunately have to close due to restrictions, however existing patients continue to receive a weekly phone call from clinical staff and an escalation process was in place to assist with any clinical advice required.

Due to COVID-19 and the closure of the Wellbeing Centre, a focus has been on the delivery of a virtual version of the Wellbeing Centre that patients can access via Microsoft Teams with volunteers being able to facilitate most sessions.



All existing patients were contacted to discuss their interest in the virtual service. Twelve patients felt unable to participate, mainly due to lack of technology but have since been offered a place on the Friendship Service.

This is also addressing social isolation and prompting positive mental health and wellbeing for the involved patients.

The sessions that are established include:

### Quiz

The quiz is facilitated by an experienced volunteer on a Tuesday afternoon. The quiz is a chance for the patients to have some fun and prompt discussions. The patients who have attended this session so far have all given positive feedback. One patient stated

that “being able to be part of the quiz has brightened up his day as he lives alone and has been shielding”.

### Exercise

The exercise class is being run by Oldham Community Leisure Centre who are volunteering their time and expertise for our patients. The sessions start with some discussion amongst the patients and the volunteer to establish their needs and capabilities. The exercises are tailored to each individual and the patients are not pushed to exert themselves beyond their capabilities. Patients had a dumbbell and exercise band delivered to their homes so that they can use these during the sessions.

### Yoga

A volunteer offers gentle and restorative yoga therapy sessions.



### Relaxation

This session is being ran on a Wednesday afternoon by one of our volunteers. The session uses relaxation techniques for patients to listen and respond to. This session has been most popular with the patients and has again received positive feedback from all patients.

## Future Wellbeing Centre sessions currently being planned:

### Look Good, Feel Good

Look Good, Feel Better (Charity) has offered its support in running this service virtually for the hospice and also can provide training for our original Look Good, Feel Good volunteers so that they can provide some of the sessions virtually. In the near future we hope to provide this session in person again with restrictions in place to adhere to COVID-19 Government guidelines.

### HOPE Course

Macmillan 1:1 team are keen to provide their HOPE course from within the hospice. The HOPE course concentrates on focusing and rediscovering your inner strengths and resilience to help cope emotionally, psychologically and practically. The course deals with:

- ♥ Goal setting and action planning
- ♥ Looking for solutions to problems
- ♥ Stress management (e.g. mindfulness and relaxation)
- ♥ Fatigue management
- ♥ Healthy lifestyles (e.g. eating more healthily and physical activity)
- ♥ Prioritising the important things in life
- ♥ Fear of cancer recurrence
- ♥ Body image, sexuality and intimacy
- ♥ Communication skills
- ♥ Identifying your strengths
- ♥ Becoming more positive, grateful and appreciating life more

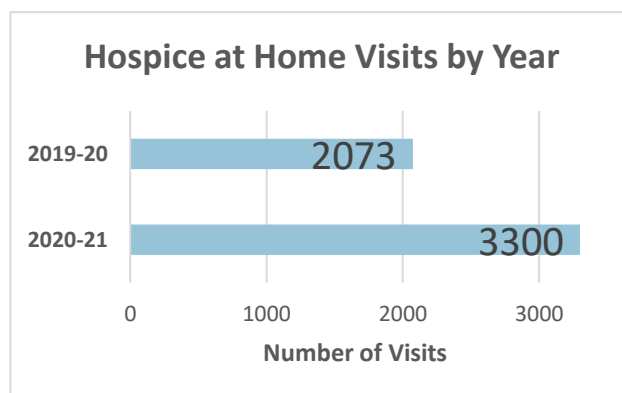
Discussions have started regarding future plans for redesigning services including:

- ♥ Complementary therapy
- ♥ Relaxation program
- ♥ Café style wellbeing sessions

## Hospice at Home

The Hospice at Home Service continued to be business as usual, working in collaboration with our partner organisations.

We reintroduced our “Community Hub” in the Wellbeing Centre conservatory to house staff whilst the next phase of the new build and removal of the modular unit was undertaken. We secured a second vehicle to support the increase in patients currently being cared for in the community, with great thanks to Ford Oldham.



Following the success of the hospice community overnight support a business case was produced and included an analysis of the data that was collected through a successful 6-month pilot. This data fully supports an extension of the current Hospice at Home model with the addition of the rapid response palliative calls between the hours of 21.00hrs-07.00hrs.



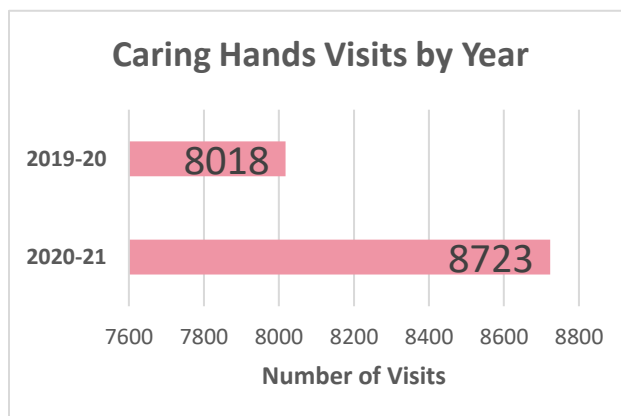
## Caring Hands



Caring Hands is now a well-established service with an excellent reputation in our community for providing high-quality care and we are able to provide qualitative evidence to support our belief. The Continuing Healthcare (CHC) department have also received overwhelmingly positive feedback regarding the care we provide, and we have been requested by name and reputation by several families.

The staged expansion of Caring Hands continues, and a revised advertisement for community Healthcare Assistant's has been released via our website and social media platforms. We are hopeful this will attract high calibre applicants that are required to support the expansion.

Initial conversations with the CCG and CHC department regarding a new proposed way of working and a block commission of our service have not progressed as intended due to the constraints of the pandemic and the limitations this has placed on all involved. Regular meetings have been scheduled to discuss the future contract for Caring Hands as the current 3 year contract is reaching its natural end. We are hopeful an agreement will be reached to ensure that this essential service can continue and develop further.



### Nursing Times Awards 2020 Finalists

The Caring Hands service became finalists following nominations in the 'Cancer Nursing' and the 'Nursing in the Community' Nursing Times Award categories.

## Emotional and Bereavement Support

### Telephone service

The telephone support service is working well and supporting data continues to be collected. Healthcare Assistant and volunteer support started in January 2021 and is complementing the service. Initial contact with the next of kin is made by a supporting Healthcare Assistant who explains what the Bereavement Support Service offers and invites them to participate. A volunteer counsellor has an independent caseload of 3 patients and the Bereavement Support Nurse is currently managing a caseload of up to 13 patients.



### Dementia Support

Collaborative work with Oldham Memory Services to support a bereaved dementia sufferer is ongoing, and a 'dementia toolbox' of support strategies, resources and relevant contacts is in development to better support dementia sufferers accessing hospice services in future, in line with the hospice's dementia friendly status.

### Friendship Service

A Friendship Service has been developed to address loneliness and isolation by facilitating a weekly phone call from a volunteer to a service user. It is modelled on similar support services run by Age UK and other organisations. Initially the

service will be introduced to people who have accessed the Wellbeing Centre prior to lockdown and people who have accessed the Bereavement Support Service and are ready to move on to a less intensive intervention than bereavement support. Healthcare Assistants and volunteers began working with the Bereavement Service in March 2021 to facilitate the creation of this Friendship Service.

## **Development of EMIS**

Over the last year the functionality of EMIS has been developed and enhanced to meet the needs of all our clinical services. The main achievements in 2020/21 were:

### **Electronic Prescription Service (EPS)**

Successful activation of an EPS function that sends the prescription directly to the nominated pharmacy, without the need for a physical paper script. Our electronic medical and nursing recording system, EMIS, was officially launched and expanded to include all our clinical services. Making great progress towards our ultimate objective; that all processes involving paper records are phased out.

### **Streamlined Templates**

In time for the new In Patient Unit opening, all of the templates on EMIS were reviewed and updated. The templates were streamlined and enhanced making it easier for staff to complete their administrative tasks on EMIS – improving the quality of care through embedded clinical intelligence and saving time spent trying to access records in disparate, unconnected systems.

### **Care Plans & Risk Assessments**

The biggest and most beneficial change to EMIS has been the changes to the Care Plans and Risk Assessments. Prior to the change, every weekend a Staff Nurse would need to re-complete all of the assessments again in full for every patient. After the change, new templates were created for the weekly assessments which are shorter and have a section to complete if nothing has changed, making the forms easier to complete and more efficient.

### **Training All Staff & New Starters**

Bespoke training and guides have been designed around the developments to optimise data quality and knowledge of the system and thorough audit has demonstrated that this has been a success.

### **Appointment Book**

To support the launch of the Virtual Wellbeing Centre in February 2020 the development of an EMIS appointment book was introduced making it much easier for the staff to input patients into each session that they wish to attend and to record those that did not attend. The Initial Assessment is also on EMIS making the service completely paperless.

### **Bereavement Support**

Since launching the new Bereavement Support service we have used EMIS to register and record contacts with service users. This has improved our ability to collect accurate numerical data including time on service and length of calls. It has also enabled our Bereavement Support Nurse to keep an easily accessible narrative of all contacts made.

Two evaluation tools are used to assess and monitor service users progress over time in coping with their grief (Adult Attitude to Grief Scale and Short Warwick-Edinburgh Mental Wellbeing Scale) and we are able to collect this data and analyse improvement or deterioration over their time on the service.

## Internal Performance Data

Inpatient Unit 2020/21												
	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Total no of patients receiving care in month	1	0	9	19	8	12	10	0	0	0	7	21
Number of deaths in month	0	0	5	9	3	6	6	0	0	0	2	9
Number of patients discharged in month	1	0	1	5	3	5	4	0	0	0	0	7
Total occupancy bed rate (%) (exc. chapel)	-	0	40%	91%	64%	77%	74%	0%	0%	0%	47%	33%
Average length of stay for out of area CCG	0	0	7	4	9.5	2	2	0	0	0	12	6.8
Never events	0	0	0	0	0	0	0	0	0	0	0	0
Controlled Medication Errors	0	0	0	0	1	0	0	0	0	0	0	0
Wellbeing 2020/21												
	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Total no of patients receiving care in month	44	44	38	37	37	34	32	30	29	23	10	10
New patients registered in month	-	-	-	-	-	-	-	-	-	-	0	0
Number of attendances available	-	-	-	-	-	-	-	-	-	-	34	76
Actual patients attending visits	-	-	-	-	-	-	-	-	-	-	20	38
Attendance level	-	-	-	-	-	-	-	-	-	-	59%	50%
Hospice at Home 2020/21												
	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Total no of patients receiving care in month	37	37	24	25	23	27	25	42	42	33	17	33
Phone contacts	738	979	466	742	572	633	596	732	872	682	438	561
Face to face visits (Inc. urgent visits)	260	308	178	248	171	243	216	362	321	300	135	160
Hospital visits avoided (Urgent visits)	79	108	73	122	79	107	96	147	138	102	42	42
Caring Hands 2020/21												
	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Total no of patients receiving care in month	16	22	24	24	22	17	22	18	18	16	14	16
New registered patients	9	15	14	15	11	10	14	10	13	11	9	11
Care Hours - Day	750	964	1072	1361	1094	873	1038	909	849	877	865	829
No of Visits - Day	525	692	792	1018	827	671	829	724	662	692	665	626
Bereavement Support 2020/21												
	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Total no of calls in month	-	-	-	5	28	40	35	37	37	41	42	36
Total Duration of calls made (mins)	-	-	-	-	579	779	506	656	656	847	433	478

# Education, Training & Organisational Development

Dr Kershaw's Hospice is committed to the development of its staff and aims to provide a working environment in which staff are able to maximise their performance, commitment and contribution.

A 'pop-up Learning Hub' has been provided in the clinical workspace to support staff with their learning and development, including training on safe and appropriate use of personal protective equipment. Resources have been provided to ensure staff are current and up to date with all the clinical developments in affective palliative and end of life care in relation to COVID-19.

Our comprehensive statutory and mandatory training program includes face to face sessions, e-learning and workbooks as methods of teaching. This reflects current practice and is consistent with relevant national and local regulations/legislation.

Compliance with the hospice mandatory training programme has been consistently high throughout the year:



In 2021/22 we will continue to develop the Learning Strategy demonstrating how the hospice assesses, implements and evaluates the learning needs of all staff within a robust framework that supports equality of opportunity.

## Staff Resilience

The past year has been an incredibly challenging one for everyone. Anxiety and mental health issues have become much more prevalent. Dr Kershaw's has always treasured and supported our staff and volunteers and the work they do, but the pandemic has put a greater emphasis on mental health and wellbeing. In turn we have made it our focus to strengthen our measures to support the wellbeing of our staff.

A 'temperature check' was introduced in August 2020 and repeated in November to gain a better understanding of how staff were feeling and to continuously work on creating an environment where staff feel valued and satisfied in a period where there are so many challenges.

The survey results allowed us to learn where things are working well or not so well, expand on them and also benchmark staff engagement.



There has been a need to ensure that staff are supported in a robust manner - using the temperature checks gave the opportunity to support staff in a more meaningful way.

## Healthy Workforce

A Healthy Workforce program was introduced which gave all staff the opportunity to take some time out of their usual working day to sign up to a number of workshops focused on wellness and mindfulness. The main aim was to encourage our team to stop, take a breath and relax and to continue this practice moving forwards. A range of free complementary therapies were also made available to staff, offering a selection of treatments including Reiki.

The workplace wellbeing launch which was just the start of our initiative has received excellent feedback from those who attended.

We have trained 11 dedicated mental health first aiders and have expanded our wellbeing services, bringing our workplace resources together in one impactful toolkit.

## Currently in place:

- ♥ Clinical supervision
- ♥ Mental Health first aiders
- ♥ Staff surveys
- ♥ Significant events analysis meetings
- ♥ Connect 5 training
- ♥ Pin boards – monthly well-being ideas and suggestions
- ♥ Trainee counsellors on site providing one to one support

## Future framework (in addition to the things above):

- ♥ Drop in clinics for all staff to access
- ♥ Support for Mental Health first aiders
- ♥ Schwartz rounds
- ♥ Formal training – resilience specific
- ♥ Development of a clinical skills directory and training
- ♥ Development of an organisational development directory and training
- ♥ Regular complementary therapy slots available to staff



In 2020/21 our new Marketing and Communications Manager brought a new focus to the team – both internally and externally.

A new staff newsletter, Connect, has been launched to aid better communication across all teams and to celebrate achievements within the Hospice.

The work put in by our Marketing and Communications team has increased our social media followers and our press coverage is rising.



In December, we launched our first ever Dr Kershaw's 'Thank You Week' in recognition of the hard work that everyone does and to say thank you for going above and beyond during the pandemic. The Senior Management Team and Board of Trustees took the opportunity to share their thanks and appreciation with a series of messages and videos sent out to everyone via email and social media.

Each member of staff also received an extra day's holiday as a 'Thank You day' for each person's exceptional contribution in what has been the most challenging of years.

feedback from staff was positive and appreciative:

"The extra day's holiday was gratefully received by the nursing team and was a huge boost to morale, giving the team an extra day to spend with their loved ones."

**Adele Doherty, Director of Clinical Services**

"This year has been very strange, but I have been around incredibly professional, friendly, positive people – staff, volunteers and patients, and together we have got through this. So, thank you for having the trust in me to carry out my role in a professional manner too!"

**Alison Taylor, Deputy Shop Manager**

"The personal Thank You letter from Joanne and the extra day holiday was such a lovely surprise! It's not something I've experienced in other places of work and it gave me a real boost. Thank you!"

**Kathryn Harding, Bereavement Support Nurse**

"Thank you for my 'Thank You' day holiday. What a lovely thought and such lovely words in your letter. I'm hoping that 2021 brings some stability and enables us to once more engage in face to face contact with our supporters to generate much needed income for this amazing place!"

**Joanne Penketh, Head of Lottery & Donor Stewardship**



Covid has meant changes, difficulties, stress, adaptability, sadness but also examples of dignity, caring and helpful. So, a huge thank you to you all - clinicians, staff, volunteers, management, fellow Trustees, and our supporters. I also want to thank our NHS colleagues who have worked together with us during the Pandemic.

Every challenge brings out both the best and the worst of humanity.

I am proud that at Dr Kershaw's Hospice we have consistently demonstrated the best.

Thank you all.

Dr Cook

Vice-Chair Board of Trustees. Special Projects Advisor



Thank You Week!

# Volunteering

Our Volunteer Department at the hospice has worked hard to keep in touch with our network of volunteers to help them combat loneliness.

The team have been busy delivering care packages to the most vulnerable, to help those who have been self-isolating. In addition, we have been providing the community with fun, uplifting, activities via our website and our social media pages. Our network of supporters could participate alone or as a family, from the comfort of their own homes to help combat boredom during isolation.

A program of support was designed as they isolated, ensuring we have kept in touch with our volunteers. Packages, puzzles and regular phone calls have all been actioned to ensure our volunteers felt safe and cared for, wherever possible we ensured vulnerable volunteers had everything they needed.

The Volunteer Mandatory Training Program has been a huge success in 2020/21 with 95% compliance to date.

In December we asked volunteers to give us some feedback on how we have supported them during the pandemic. The feedback was incredibly positive and that is down to the support of the entire team.

Staff members have checked in on vulnerable volunteers, dropped off essentials and offered support in their own time. The survey results show just how much our volunteers have appreciated it.

We got a great response to the Volunteer Satisfaction Survey this year despite a large proportion of volunteers being unable to physically volunteer due to restrictions. It was pleasing to see that on the whole people are enjoying volunteering and getting something positive from the experience. There has been some really good suggestions and constructive feedback.

Our main actions from the survey will be to continue to improve communication, work on ways to make everyone feel like part of the Dr Kershaw's team and demonstrate just how volunteers make a difference through their efforts.

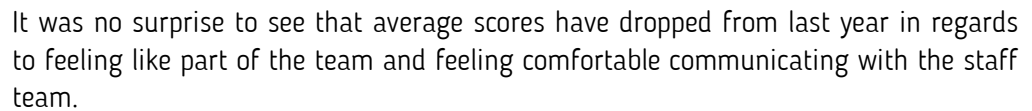
"I feel part of a big family who care for each other."

"I think that the shops have been well organised to deal with the safety issues."

"Keeping me informed has made me still feel part of the team!!"



Average response scores (out of 10)



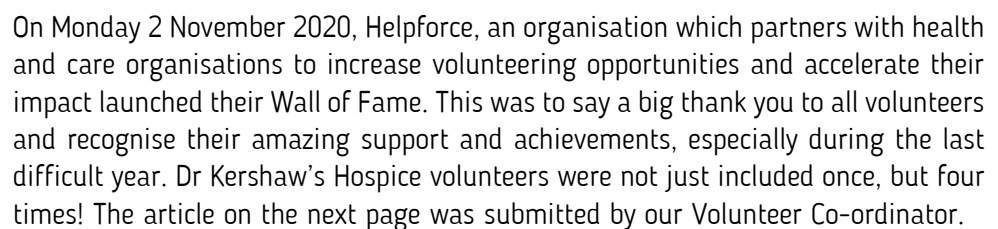
building new volunteer roles that will work for them and also inducting new volunteers and establishing clear expectations.

One of the unexpected results that came out of the survey was the substantial increase in how informed and valued volunteers now felt compared to last year. This is absolutely something we want to continue to build upon, as volunteers return to their roles.

One of the main tasks for the coming year will be to promote the impact that specific volunteer roles have in a tangible way. In addition to showcasing individuals and their contribution, we want to be able to demonstrate to both volunteers and the public what value our various roles add to the organisation.

[illegible]

Despite the unusual nature of 2020 and the many challenges we all faced, we have been so lucky to still have our huge team of volunteers on hand to support in any way they can. In 2020, our volunteers dedicated over 18,548 hours of their time. Their commitment never ceases to amaze us!



# Our volunteers never stopped thinking of ways that they could help

SUBMITTED BY LEANNE GURNEY  
Dr Kershaw's Hospice

The whole shop volunteer team handled the lockdown incredibly well. We heard lovely stories of volunteers checking in on their more vulnerable volunteer colleagues, shopping for one another and even ringing their Shop Managers to offer encouragement and support as they tackled various different roles. It is clear that each shop has its own community and they rallied around one another during the outbreak to make sure everyone made it through safely and no one felt alone.

This became ever more apparent as we moved towards reopening our Charity shops. There were apprehensions, not only for themselves, but for their colleagues and customers. Everyone was open and honest in their individual consultations and each person brought forward suggestions and ideas on making the shop safe for everyone. No one knows the shops and their customers better than the volunteer teams who have supported us for over 10 years, and they were able to play such a crucial part in pulling together the risk assessments and control measures. Despite initial nerves the volunteers were keen to look around the shop to see the changes before opening, many came as customers before returning as volunteers and everyone was passionate about encouraging their family and friends to 'Save it, Store it, Donate it' as part of one of our lock down campaigns.

Due to the commitment and enthusiasm of this volunteer team we were able to open one of our shops within days of the Government making the announcement of non-essential shops being able to reopen to the public.

There is no way we could have opened our shops so successfully without the positive and realistic attitudes of our volunteer teams. Volunteers from other areas of the Hospice volunteered their time to support, while some of our most vulnerable volunteers had to remain in isolation. Existing volunteers covered sessions for their colleagues who were not confident enough to return yet and the team worked together to fill the rota each week. One shop alone managed to successfully bring in nearly £2,500 during their opening week; showing just how successful the reopening was.

*There is no way we could have opened our shops so successfully without the positive and realistic attitudes of our volunteer teams.*



Some of the volunteers based in our shops have been with us for over 10 years and the way in which they responded to the required changes and safety measures blew us away. No one complained about increased cleaning rotas, or an extra session here or there, they put their masks on, completed their hand hygiene training and welcomed their local community to purchase goods as they always have. The volunteers not only abided by the new social distancing and hand hygiene measures, but implemented them thoroughly and understanding the need for the measures has definitely paid off.

We have not had to close any of our shops since opening and have been able to respond to changing guidelines quickly, due to the flexibility of the team. The volunteers being so involved with consultation has meant that they not only buy into the safety measures, but can speak about them confidently and informatively to customers which has only strengthened the presence of the shops in the community.

Without this team being so confident and invested in their shop, team and community we would not have been able to open all four shops, recruit new volunteers and keep everyone feeling safe in the shops. With events cancelled or postponed for the duration of the year the financial income from the shops will be vital in funding patient care at Dr Kershaw's and ensuring that the people of Oldham receive care and compassion when they need it most.

With only seven paid staff members across four shops this volunteer team of over 120 individuals is vital in representing the Hospice and our values to the wider community and generating funds for patient care.

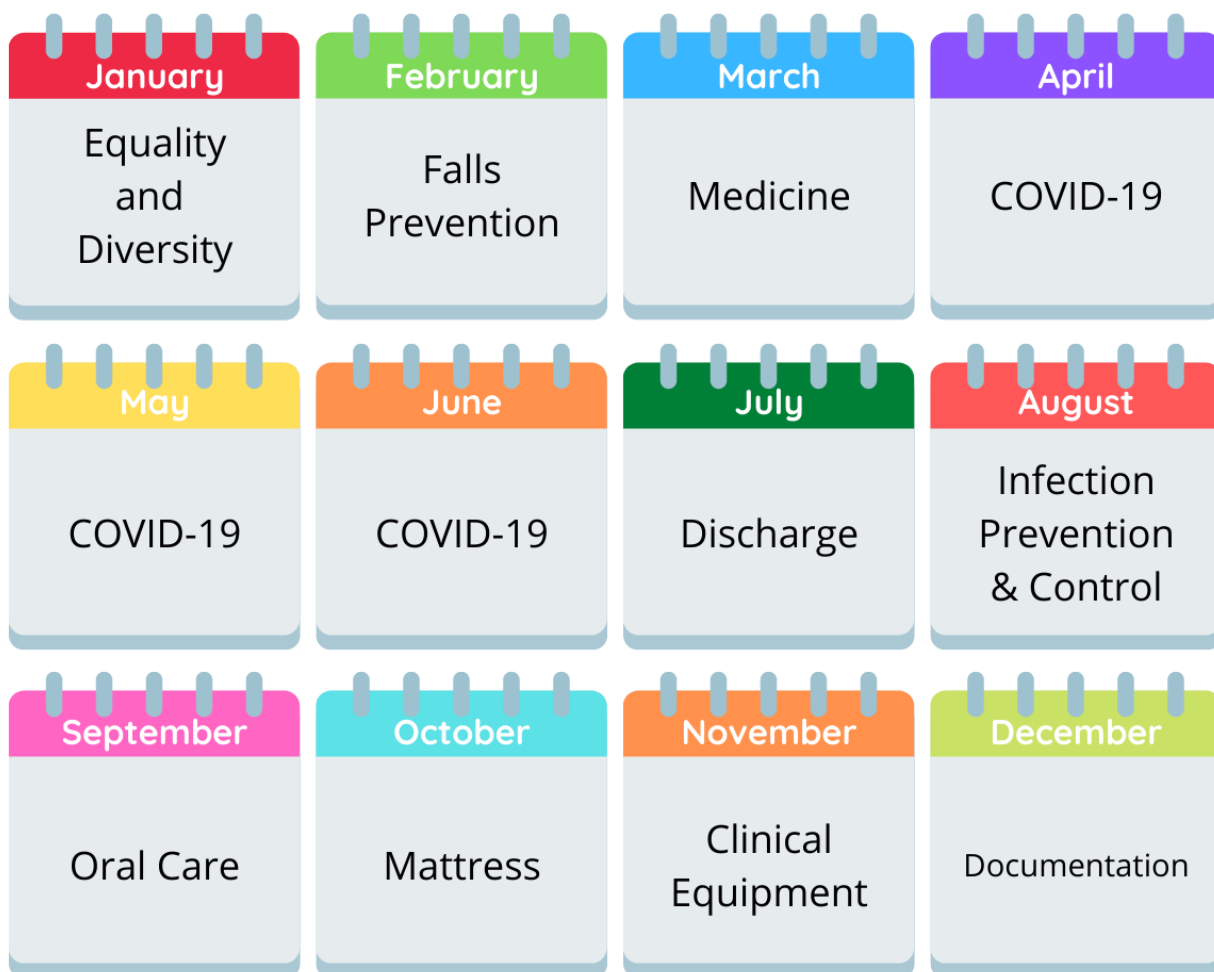
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# Quality Performance

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## Clinical Audit Program

The Hospice has a robust 12 monthly audit schedule monitoring all standards of care. There has been emphasis on service development and redesign, with change management driven by audit findings. This has led to sustained improvements in culture and ethos. Due to COVID-19 and suspension to some services it was not possible to conduct all scheduled audits.



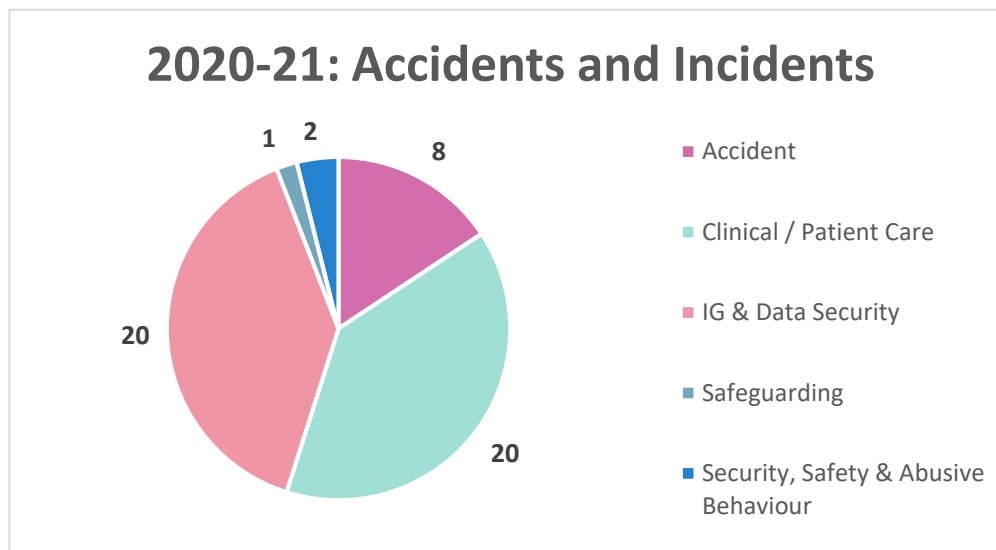
**Overall compliance 2020/21 = 93%**

The recently appointed End of Life Educator will enhance hospice responsiveness through more rapid and effective implementation of actions. Changes to practice will be made as a result of reflective learning activities, audit and monitoring of staff adherence.

Developments are taking place to create a module on Vantage as a repository for our audits and to track when audits are due along with what actions and learning are required.

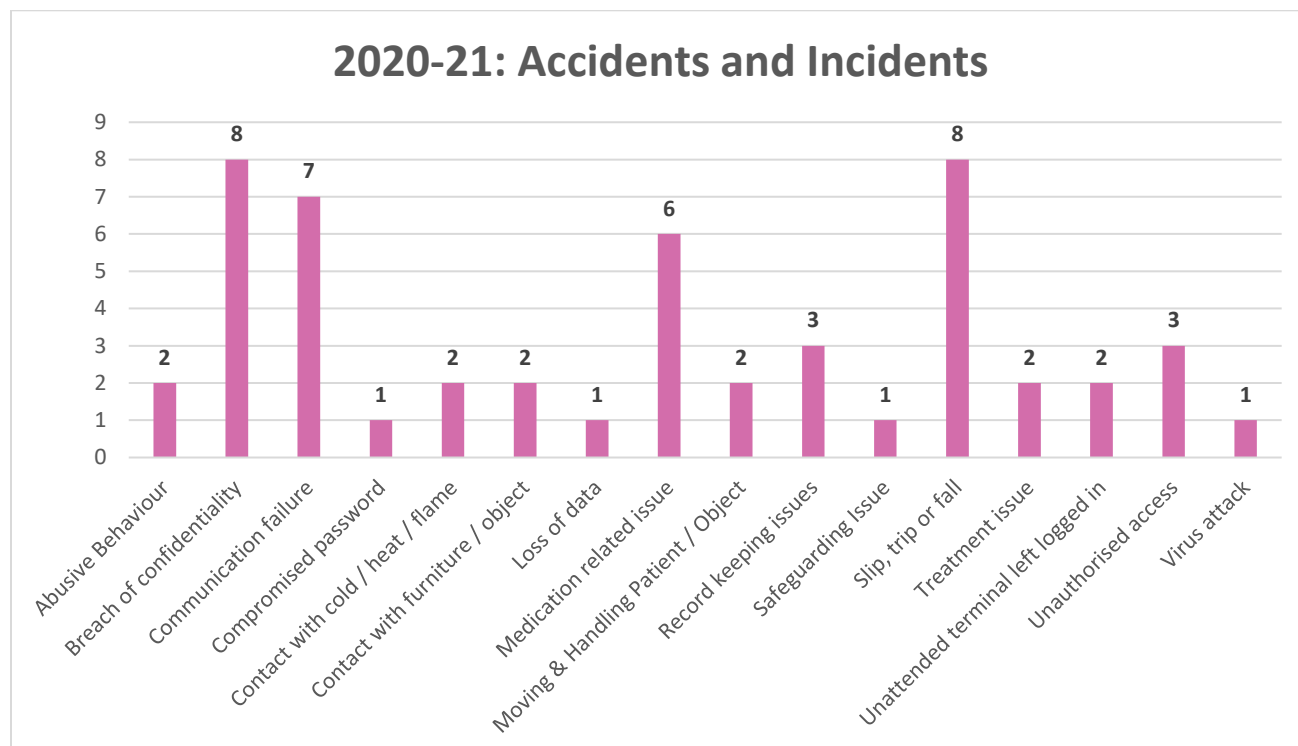
## Accidents & Incidents

The Hospice has a comprehensive incident reporting mechanism communicated through policy, training and management feedback. All incidents are reported in a timely manner and are thoroughly investigated which identifies learning and the opportunity to implement any changes to practice to ensure the likelihood of reoccurrence is minimised.



The Risk Register, when tested, reflects concerns and issues consistent with those identified at ward level. The Senior Management Team review themes, trends and improvements relating to serious and other untoward incidents (both staff and patients).

The Hospice embraces the need for an honest and open culture. We continue to have an open policy of reporting all our near misses and clinical incidents, whether they cause any harm or not. This includes informing and apologising to patients and/or their families in keeping with the 'Duty of Candour' regulations when there is a notifiable incident (where there is moderate harm, even if this is unavoidable).



## CQC Transitional Regulatory Approach

Due to the pandemic the CQC (Care Quality Commission) Inspectors have adapted their methods of inspection by introducing a transitional approach to monitoring services. It includes:

- a strengthened approach to monitoring, based on specific existing key lines of enquiry (KLOEs), to continually monitor risk in a service
- using technology and local relationships to have better direct contact with people who are using services, their families and staff in services
- targeting inspection activity where there are concerns



On 19th February 2020, members of the Senior Management Team took part in a CQC Transitional Monitoring Inspection interview, focusing on safety, how effectively our services are led and how easily people can access our services.

In preparation for the interview a 17,000-word document was submitted and our Inspector said 'it was the most comprehensive report they have received to date', this reduced the length of the interview from 3 to 2 hours! The interview took place via Microsoft Teams, and afterwards our Inspector and his Line Manager prepared a summary of their findings.



We were delighted to receive positive feedback from our recent CQC interview and was thanked for all of our time and efforts. It was reassuring to know that all of the additional control measures that have been implemented due to COVID-19 were recognised and praised by the CQC inspectors and that as a result of this there were no further regulatory action required.

Our Registered Manager, Director of Clinical Services, continues to liaise with our local CQC inspector to provide updates on performance indicators and developments.

Whilst the Hospice CQC rating remains at 'Good' overall we continue to strive towards receiving an 'Outstanding' rating once the routine CQC inspections return to normal.

<b>Overall Good</b>  Read overall summary	Safe	Good ●
	Effective	Good ●
	Caring	Good ●
	Responsive	Good ●
	Well-led	Good ●

## Vantage System Developments

Throughout 2020/21 significant developments have taken place utilising the functionality of the Vantage data management system. Bespoke modules have been designed and implemented, which has transformed the way we record information reducing the need to use multiple systems and enabling the hospice to become a paperless organisation.

Data management has become more robust and streamlined enabling data input and retrieval procedures to be flexible and efficient for monitoring and reporting requirements. In 2020/21 the Hospice introduced:



### Training Module

The training module has been working successfully for over a year and towards the end of 2020 it was introduced to all staff members so that they can access their own training records.

Line Managers receive monthly or weekly reports on their teams outstanding training and all staff receive an e-mail 28 days prior to a subject becoming outstanding. Training compliance across the hospice has been consistently high since the launch of this module.

### Volunteer HR Module

Designed in line with a HR database, we use the module to support reporting requirements and strategic priorities with regards to developing a volunteer development program. The module supports recruitment, specifies preferences for communications, recognition (length of service), hours volunteered (individual/department/location), improved retention of personal information, acknowledges birthdays and DBS renewals.

This module has been running successfully for around 6 months and all of our existing volunteers have been transferred over from Harlequin to Vantage saving £420 per year.

### HR Module

The module has been designed to provide the hospice with a comprehensive HR management system eliminating the requirement to hold paper files for all staff. Key features include the recording of all relevant recruitment information, assignment changes, sickness management, appraisal tracking, conduct and disciplinary and leavers and exit information. The HR module will support Line Managers to ensure that all HR processes for essential staff management are completed and provide alerts to indicate the escalation of a procedure i.e. sickness triggers.

Reporting will become more dynamic and support the monitoring of metrics and relevant key performance indicators.

All information is currently being uploaded to the system with a view to launch in 2021/22.

### Annual Leave Module

The creation of an annual leave module was simple element to create and has had such a positive impact! The self-service module makes the administration process more efficient allowing staff to access their own holiday information so leave can be planned, requested and updated – streamlining the entire process. Leave entitlement is automatically calculated when a request has been approved/amended.

Using Vantage to develop this module instead of purchasing a new software system has saved the Hospice around **£3,000 - £5,000** per year.

### Accident & Incident Module

The accident and incident module has been designed to enhance the current paper based management recording system. Reporting has become easier especially with regards to tracking themes and trends by simply creating reports through the module for internal and external reporting requirements.

Transforming the accident and incident procedure electronically has provided the Hospice with an effective audit trail to ensure all records are closed successfully and any actions and control measures identified are in place.

### Patient Survey Module

A simple storage system of all of the feedback that we receive from patient surveys and cards has been developed, which has now enabled us to produce a monthly report with comments and overall scores which is used to report to the Clinical Commissioning Group and NHS England for FFT data submission. The module also supports internal reporting and is used by the Marketing and Communications team to use in promotional material (where consent is obtained).

### Staff Survey Module

Our last staff survey was launched on Vantage rather than Survey Monkey so that staff could familiarise themselves with Vantage – it worked well and reporting was simple.

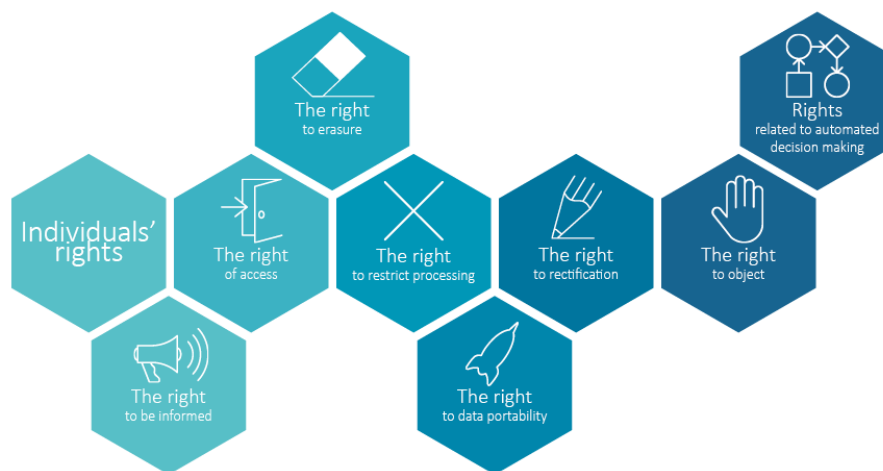
### Policy Module

All Hospice policies are now recorded in a bespoke policy module. Alerts are in place to notify policy authors in advance of a periodic review, which has given the assurance that all policies are consistent and effective in line with legislation, regulations and best practices.

## Information Governance

Work has continued throughout 2020/21 to ensure that the Hospice is able to fulfil the requirements of the NHS Data Security and Protection (DSP) Toolkit.

Data flow maps and impact assessments have been completed and are reviewed continuously to ensure all relevant control measures are in place to ensure that the personal data obtained is justified and complies with data minimisation principles.



Due to the COVID-19 pandemic Health, Safety and Security Self-Assessment Checklists were implemented for all staff working from home. The checklist was introduced to highlight any potential risks associated with information governance, confidentiality and data security and relevant control measures have been applied, where required.

Privacy issues have been identified and risk analysis has been completed giving reassurance that the information asset is secure and complies with General Data Protection Regulations.

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# Patient Experience

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Feedback, good and bad, is vitally important and allows us to make improvements where it might be needed. In the last year (April 2020 to March 2021) we received 381 types of feedback from service users and received 2 complaints.

The 2 complaints received were not related to patient care. The first complaint received was from a retail customer being refused entry to a store due to not wearing a face mask. The second was regarding a lottery marketing call received on Mother's day.

Both complaints were investigated and discussed with the parties involved and have been resolved satisfactorily. Further communications were issued to staff and volunteers regarding current guidelines, customer service expectations and the exemptions involved as standard practice. Additional control measures were introduced to retail shops to support customers unable to wear appropriate face protection.

All celebratory special days throughout the year i.e. Mothers Day, Father's Day, etc. have now been excluded from any future marketing calls to help reduce the possibility of upset and sensitivity that may be caused.

We discuss themes from our complaints and concerns at the Clinical Governance and Senior Management Team Meetings, which are also reported to the Board of Trustees.



We have devised an integrated strategy to collect, review, learn from and apply patient and carer feedback across all hospice services.

Internal mechanisms have been further developed as a result to allow the collection of patient feedback in a systematic way. Patient and carer 'satisfaction surveys' have been redesigned across all service areas which incorporate the friends and family test. This allows us to summarise patient feedback responses and use the information to analyse findings, to share success and address any required improvements through hospice sub groups.

Since the launch of the new survey in August 2020 we have continually monitored the progress and it is clear from the survey responses received that it has had a positive impact. Internal and external reporting has become much more effective since recording patient experience on an electronic database.

Outstanding service, highly recommended. Thank you for all the outstanding care you provided throughout end of life for our resident. Love, Royley House

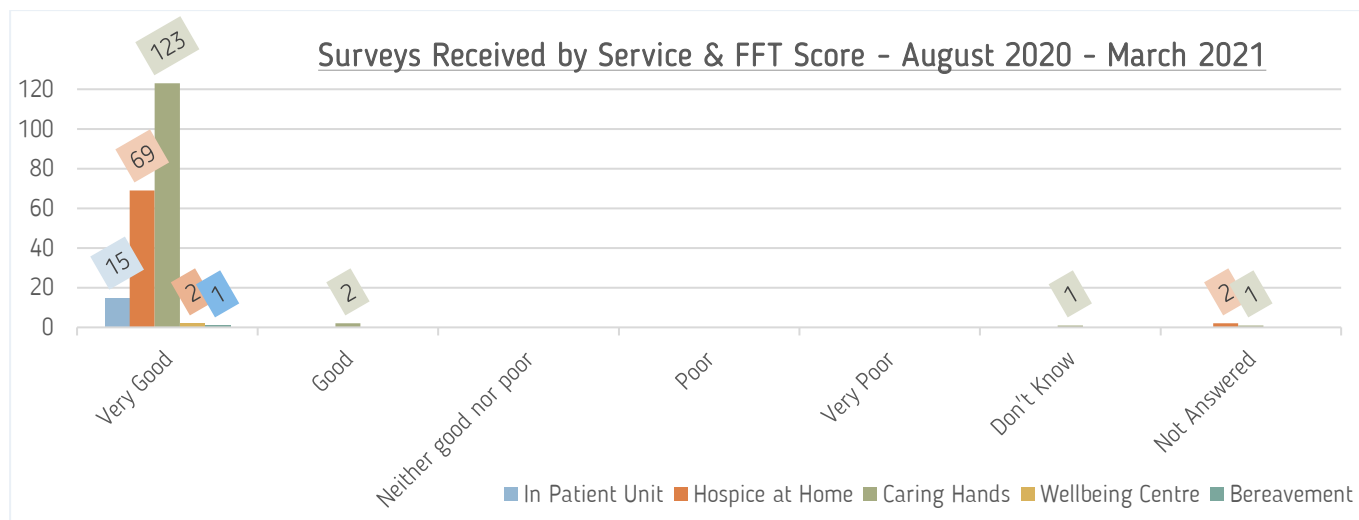
Very impressed with the care my mum received.

They are an amazing team, so caring, nothing is too much trouble for them.

I can only say that the Hospice at Home care was marvellous and when your nurses arrived my husband's face lit up every time. Thank you to everyone concerned.

All staff from both teams treated Dad with the upmost respect & were always ready to give support to the family & answer any questions.

Very kind and thoughtful people couldn't really have wished for more.



The hospice recently received a lovely letter alongside a generous donation of £5,000 from a patient's wife whose husband, Bob, had been looked after at home by our dedicated Caring Hands staff:

"On behalf of Bob, myself and family, please accept our heartfelt thanks and unceasing gratitude for making it possible that Bob's last wishes (to be cared for at home with his family) were able to be fulfilled.

Without the daily support of each one of the lovely compassionate carers helping me to look after Bob and showing me how best to meet his needs, I would have struggled and not been able to have the ending that we both wanted. I remember each and every carer who came into our home – all different personalities, but each came with the same commitment and genuine regard for our situation. We were never hurried or unable to chat if we needed to talk – especially myself when I had concerns, such as forgetting to reorder a prescription which Caring Hands picked up for me with little notice or worries that I had over Bob. I was always reassured by them that I was doing alright by him and looking after him well. This much needed back-up was always there for both of us. Somehow, all of the carers managed to ensure that his physical needs and comfort were addressed thoroughly whilst maintaining a quiet understanding of his situation and need for dignity.

I also benefitted greatly from these unique qualities, as when they left us, we knew that we were alright and that we could cope and carry on.

In his final days, when he requested peace and calm and little intrusion, they all complied yet still ensured that his physical needs were met. Your kindness and caring didn't cease when Bob died at 10am. Two carers said that they would come and prepare him for leaving his home. With the utmost care and quiet movement around him, they washed him and dressed him in fresh clothes and left him thoughtfully positioned in clean linen, enabling an aura of peaceful calm in the room. You will never know how much this meant to us. As Bob didn't leave until 9pm we were able to act around him and talk with him for some ten hours or more. He looked so cared for, even in death, thanks to the carers.

My donation is small compared to your magnificent work. I will continue to support Dr Kershaw's knowing first hand your value in the community.

Thank you for being there for us.

Margaret"

In memory of her husband, Robert

## Patient Story – Dr Kershaw’s Helped us to Spend Time as a Family Again



Since the first lockdown, Janice Barlow has been caring for her mum, Jean, who was diagnosed with cancer in February 2020. In November last year, Jean, 82, who recently celebrated her Diamond Wedding Anniversary to childhood sweetheart, Jimmy, developed pneumonia and was admitted to hospital. Once home, Janice found that the level of care her mum needed was beyond what the family could physically provide and contacted Dr Kershaw’s for help...

“Our lovely mum, Jean, has 4 daughters, 5 grandchildren and 2 great grandchildren.

When mum was unexpectedly diagnosed with cancer it was a shock to us all, and I moved back home to help. Mum coped exceptionally well with her treatment in the summer but when she developed pneumonia, it really knocked her for six. We weren’t trained to provide the level of care she now needed, and as a family we felt mum deserved more. Contacting Dr Kershaw’s was the best

decision I made, within the hour, nurses arrived to make an initial assessment and agreed mum would benefit from Hospice support. Since then I can only compare the Hospice team to the scene from Snow White when the animals are tidying up, they have floated in, taken care of everything and have lifted a huge weight.

**“The staff at Dr Kershaw’s have encouraged us to stop being carers and to start being a family again.”**

Caring Hands now visit four times a day, to ensure mum’s physical needs are met and that dad and I are coping emotionally. Mum is also under the care of Hospice at Home and the service they provide is priceless, we receive daily phone calls to check on mum and also get visits – even when I say mum is comfortable, they still pop in to check.

Every single carer and nurse who has walked through our door has been lovely and has lifted our spirits. They’ve encouraged us to stop being carers and to start being a family again, which was a lovely sentiment and what we needed to hear as there is a lot of guilt attached to realising that you can’t cope alone anymore.

They have taken away a lot of the stress so that we can now spend more quality time with mum as a family.

I really don’t know where we would be without Dr Kershaw’s, to anyone reading this who feels that they and their loved ones need physical help and emotional support, please contact them, it will be the best thing you do.”

**“We weren’t trained to provide the level of care she now needed, and as a family we felt mum deserved more.”**

# Financial Impact

**2.3m**

Income received - CCG  
& Hospice UK grants



The pandemic continues to create its own challenges and demands of the team and hospice financially. The Government launched the Furlough scheme, and Hospice UK and Oldham CCG introduced reporting mechanisms and claims criteria to enable the hospice to access much needed funds. Due to this generous financial assistance we were able to continue our services without disruption.

Close working relationships with our partners have helped the Hospice secure funds to invest in much needed IT equipment, enabling staff to work from home where possible, and also buy additional personal protective equipment to protect staff on site. This year has seen the hospice move forward on new Service Level Agreements, encouraging competitive tendering and ensuring we receive best value for the money we spend.

**£159,367**

In Memory  
of Donations



To support the In Patient Unit new build, a number of applications were submitted to Trusts and Foundations in request of financial support. Grant funding towards the capital campaign was secured from The Albert Hunt Trust, Beaverbrooks Charitable Trust, Crane Fund for Widows and Children, CRASH Charity, and The Wolfson Foundation. Trust & Foundations income has proved successful again this year with over £174,000 secured to date.

**£151,871**

Total raised  
by  
Shops



The year was the most successful year financially to date for the hospice lottery, securing a Net Profit of £473,497 which included over £20,000 in donations with 13,926 active members. The Summer draw secured a total profit of £16,713.20, the highest ever since our draws began, and the Autumn draw saw the second highest profit raising £13,807.46.

Keira Arnold, Community Fundraiser, exceeded her £25k target by Christmas Day, achieving a total of £26,000.00 for Keira's Wishes.

**£25,550**

Friends  
of the  
Hospice Donations



The launch of the hospice's first mass appeal, Furnish with Love, was a beautifully produced campaign. To date it has raised £36,597. We have seen large donations coming in for this appeal from current and new donors, and it has proved a successful engagement tool as well as a successful fundraiser.

Due to the pandemic the annual Light Up a Life event was given a redesign this year and held virtually. The marketing campaign included social media activities, strong press coverage, radio interviews, and a free 8-page supplement in the Oldham Times. We received 747 dedications raising a total of £27,334.

**4,055**

individual donors  
during 2020/21



Despite the fact that we received an exceptional response from donors and supporters during the pandemic we still fell incredibly short of covering our annual running costs. The Hospice finished 2020/21 in a deficit position due to reduced income and business continuity reserves have been accessed as a result to cover the shortfall. The 2021/22 budget is projecting a significant in year deficit and Hospice reserves will again be called upon to sustain operations and essential service delivery. With income streams and ability to fundraise being limited the Income Development Team are turning their attention to develop new strategies and collaborative ways of working to ensure financial sustainability.