

ImpactReport

2020-2021



Because every day matters
www.hospiscare.co.uk

Registered charity no. 297798



Hospiscare
Caring in the heart of Devon

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Welcome

to Hospiscare's Impact Report 2020-2021. Despite the challenges of the last eighteen months, we have continued to provide our specialist end-of-life care across the heart of Devon and this report aims to share the impact of our service.



Although many things have changed since March 2020, making every day matter to our patients and their families has remained our priority. When we needed to restrict visiting to our ward, we were able to use iPads to ensure that our patients could stay in touch with their loved ones. By setting up our Clinical Co-ordination Centre, we were available at the end of the phone when our patients, families and healthcare colleagues needed us.

Throughout this difficult period, we have been so fortunate to have a fantastic team of staff and volunteers whose strength and resilience has been second to none. Our frontline staff constantly adapted to new information and guidance in order to keep our patients safe and those who weren't patient-facing made the swift transition to working from home.

Despite being closed for seven months out of the year, our retail team has bounced back stronger than ever and we are so grateful to the staff who have worked so hard to get our trading back on track.

One of the hardest decisions we had to make was pausing our day services. We took the chance to review our provision during its closure and we are very much looking forward to running a variety of different groups in our key day centres as soon as possible.

It has been a hard year financially for our charity and we have been fortunate to receive an additional support grant from the Government, as well as business continuity grants, to ensure our shops could continue trading after lockdown. The generosity of our community has been overwhelming with such amazing support for our emergency appeal during the first lockdown. All of this has enabled us to end our year in a much better financial position.

Thank you to everyone who is part of our Hospiscare family. Without the support of our community and the dedication of our staff and volunteers, we would not be able to provide our vital service. Together, we are making every day matter.

Andrew

Our Vision and Mission



Our vision

Our vision is to ensure those in need receive outstanding end-of-life care in the place of their choice.

Our mission

We provide compassionate, expert end-of-life care to those in need – before, during and after death. Together with our local community, we make every day matter.

Who we are

We are local. We care for patients and their families across Exeter, Mid and East Devon. We are not part of a national charity.

We care about life. We make every day matter to our patients and their families.

We are a charity. We are funded by your generosity; just 18% of our funding comes from the NHS.

Our Impact

Hospiscare provides a fantastic service. My wife was diagnosed with pancreatic cancer and there was always someone from Hospiscare there for me and Debbie, even during the pandemic.

Jeff's wife, Debbie, was cared for at the height of the COVID-19 pandemic and died in July 2020.



We said...

We would ensure end-of-life care remains accessible.

Throughout the pandemic, we continued to deliver care on our ward in Exeter, in patients' homes and in the community through our partnerships with local care homes, Exeter Prison and local homelessness charity, St Petrock's. We introduced virtual visiting and patient consultations through secure video calling and developed a new Clinical Co-ordination Centre to ensure we were just a phone call away.

We would be experts in our field.

We continued to provide our expert education internally by moving around 90% of our training online. Our medical student and nursing placements continued during the pandemic thanks to a creative mix of in-person and online training.

We would care for all of our patients' needs.

Hospiscare provides more than medical care alone. In 2020, we took steps to strengthen our Multi-disciplinary Team (MDT) approach to care. MDT meetings are now held regularly to ensure a joined-up approach to patient care and specific meetings can be scheduled as needed for individual patients. We have also continued to deliver our listening service and we widened this provision to support people affected by the pandemic.

We would adapt our fundraising to the 'new normal'.

Through careful planning, we adapted both of our flagship events – Twilight Walk and Men's Walk – to go 'virtual', so that no mass gatherings were needed. We also introduced two new events – Tour de Devon and Marathon in a Month – which allowed individuals and small groups to undertake cycling and running challenges in a location of their choice. Our community campaigns offered creative ways to fundraise that could work with the changing restrictions and we maximised socially distant methods of fundraising, such as direct mail.



April **2020** to March **2021**



My wife, Anne, is terminally ill. Anne has fought these awful seven tumours in her brain and left lung and to me, she is so very brave and positive. Her courage with everyday living is phenomenal. She deserves a medal for putting up with my running and my excitement for my challenges!

Hospiscare's nurses have been so supportive, so encouraging and so very sympathetic to us both, lending a calmness to the awful trauma that is taking place. I will never be able to thank them enough.

For his 82nd birthday, Bill decided on a truly unique celebration: three back-to-back marathons followed by a Wing Walk to raise money for Hospiscare.



Patients and Families

Our patients want...

- To be as healthy as they can for as long as they can
- To be with the people they care about
- To choose where they die and to die with dignity
- To know that their loved ones will be looked after when they have died

Patients are at the centre of everything we do

The COVID-19 pandemic may have altered many parts of our lives, but it didn't change our mission to provide specialist end-of-life care in the place of our patients' choice.

From the outset of the pandemic, we responded by keeping our ward open and changing our community services so we could ensure our vulnerable groups were safe. Part of our response involved setting up a Clinical Co-ordination Centre (CCC) at Searle House, which became a single point of contact for all referrals and calls from patients, families and healthcare professionals.

It is vital to be there for our patients and their families and the CCC enabled us to do this safely, seven days-a-week from 8am to 8pm at the height of the pandemic. By using secure video calling, our doctors and nurses were able to communicate face-to-face with patients and their carers while keeping everyone safe.

We made the difficult decision to suspend our day hospice services at the beginning of the pandemic and we are working to adapt our new day services model ready to re-open as soon as restrictions and public health measures allow.

We are here for families

We are committed to making every day matter to our patients and their loved ones. At times when we couldn't be there in person, we made sure we were at the end of the phone. In addition to the CCC, our supportive care service has been a vital line of support for patients and their families.

When visiting the ward was restricted at the height of the pandemic, we provided iPads to ensure our patients could keep in touch with their loved ones. When it became safe to do so, visitors were welcomed back to the ward with additional safety measures put in place, such as the use of PPE and lateral flow tests.

Hospiscare is more than medical care


Personalised care planning continues to be central to our delivery of care. All patients have a holistic assessment on referral to our service and a personalised care plan is designed to meet their specific needs. This could be the need for a video consultation or home visit, or access to supportive care such as bereavement support.

The closure of our day service provision due to the onset of the COVID-19 pandemic provided us with an opportunity to examine our provision which was based on a long-standing national model of care. When we are able to re-introduce day services at our sites, we will adopt a newer rehabilitative approach to palliative care. We will aim to offer a service that enables our patients to be as active and productive as possible with minimum dependence on others to improve their quality of life.



In 2020:

 **97.5%** of our patients recommended Hospiscare on iWantGreatCare.org*

 **187** people were supported by our listening service

 **59** thank you letters and cards were received

*iWantGreatCare is an independent service that allows patients to provide feedback on their care

Maintaining our Standards

As a charity that provides a care service, we are registered with the Care Quality Commission (CQC). The CQC's five key lines of enquiry – caring, responsive, effective, safe and well-led – form the basis of our care.



Caring

The pandemic has changed many aspects of how we deliver our care, but our vision to provide compassionate, expert end-of-life care remains the same.

With restrictions in place for visiting our ward, and more widely for travel across the country, we have used virtual family visiting. In one instance, we enabled a patient and her daughter to watch television together and chat, despite her daughter living at the other end of the country. We have also made use of our beautiful garden at Searle House to allow relatives to safely visit their loved ones.

Most of our patients are cared for in their own homes with family and friends supporting them. At times when it wasn't safe to visit, we used secure video consultations to give our patients and families face-to-face contact and support.

Our patients and their families and carers are included at all levels of discussion about onward care and the pandemic did not change this. We continued to have regular family meetings with our patients, whether in person or via secure video calling.

Responsive

From mid-March to the end of June 2020, we reviewed and acted on 320 pieces of government guidance relevant to managing care during the COVID-19 pandemic.

We quickly established our Clinical Co-ordination Centre (CCC), enabling us to deliver a speedy response to patients and healthcare colleagues. In its first twelve weeks of operation, the CCC handled 3,830 calls.

We are committed to responding to the needs of our community and this means delivering care where it is needed. We worked closely with Exeter Prison to provide advice and support to their patients and in 2020, we began work on a new project with homeless people in conjunction with St Petrock's, our local homelessness charity, which included running a surgery as well as street visiting. We also received funding through a national grant to develop our work in the LGBTQ+ community and embarked on a project to support LGBTQ+ carers.

Effective

All of our patients and families receive a holistic assessment on entry to our service to ensure that our care is tailored to their individual needs. Following this

assessment, we co-ordinate with the different teams and services that will be involved in the patient's care.

Throughout the pandemic, the Clinical Quality Team (CQT) has been the central point for identifying and keeping up to date with clinical guidance and they, together with the Senior Clinical team and Estates team, have met three times a week. The CQT members lead on safety, policies, infection control, PPE stores and allocation, pharmacy advice and incident management across our organisation.

We regularly review our advance care planning provision as it is a core part of the work we do at Hospiscare. COVID-19 has, if anything, emphasised this area of work, causing us to run training and education for other healthcare professionals, including online training regarding the completion of Treatment Escalation Plan forms.

Safe

Throughout the pandemic, we have followed Public Health England guidance and reviewed this three times a week at Hospiscare Operational Meetings, attended by clinical staff, our estates team and senior management staff. This has been a very effective forum for rapidly responding to risks.

Our ward was adapted at the beginning of the pandemic to reduce footfall and only allow access to individuals wearing PPE. We prepared our side rooms for confirmed or unconfirmed COVID-19 patients.

We established an Infection Prevention and Control forum with local champions who constantly reviewed our staff practice and we introduced twice weekly lateral flow testing for our clinical and frontline support staff.

Well-led

The pandemic has led to frequent communication with the Care Commissioning Group for Devon, acute providers, the nursing home sector and Hospice UK. Our expertise in end-of-life care enabled us to provide vital support to the Exeter Nightingale Hospital and become key contributors to the South West Bereavement Alliance.

To ensure we were effectively monitoring risks and issues to our patients and staff, we moved to a live risk management system using Vantage. This software has enabled us to keep a constant log of activity from the outset of the pandemic, helping us identify potential risks.

Our Family

It's such a unique place to work because everyone who is working here is working with real purpose. Everyone that I have met has their own story as to why they are here. That, very early on, made me realise that I was in a really incredible place

Sarah joined Hospiscare in September 2019 as a Volunteer Complementary Therapist and when an opportunity arose for a permanent employed role, Sarah grasped it.



“I feel like I have arrived home”

“I feel like I have arrived home; I feel like I’m where I’m supposed to be.” Attending our Welcome Day as a volunteer, Sarah felt strongly that she belonged at Hospiscare. It was her “wow moment” of realisation and when an employed position as Complementary Therapist arose at the beginning of 2020, Sarah did not hesitate to apply.

We are proud that so many of our staff and volunteers have this sense of belonging and are recognised for their long service to our charity. It is the strength of our family that has seen us through the COVID-19 pandemic as without the dedication of our staff and volunteers, we simply would not be here.

In the early stages of the pandemic, we made the difficult decision to furlough non-essential staff and suspend the majority of our volunteering services. We limited footfall at our hospice in Exeter and our sites in Honiton and Tiverton which meant that non-clinical staff began working from home.

The temporary loss of our volunteers has been felt throughout our organisation and we know that many of them have missed their work and felt out of touch with us. We are looking at more ways to improve our communications as this period remains uncertain for many months to come.

Staying connected

Going from the busy day-to-day of seeing our patients, staff and volunteers face-to-face to essential personnel only at our sites was incredibly difficult. Communication was vital to ensure our staff, many of whom were working from home or furloughed, and our volunteers still felt that sense of belonging. Our CEO, Andrew, sent out weekly emails to all staff with updates about our charity and the wider world, as well as resources for support. Our Wellbeing team began a ‘Feel-good Friday Newsletter’ where staff could share recommendations of games, books, TV, films, recipes and more to supply lockdown-friendly activities and most of all, keep everyone connected with the office chat that everyone was missing.

Our volunteers received news and updates via email and were invited to a virtual tea event to socialise, share news and celebrate the long service of many of our volunteers. Several staff teams arranged quizzes and catch-ups via video calling, giving our staff and

volunteers a much-needed coffee break and catch-up during times of social isolation.


Our incredible Supportive Care volunteers have continued to support patients throughout the pandemic and our retail staff and volunteers have been eager to get back to the shops, despite the many changes and repeated closures they faced.


It's the people who shape our organisation

As we look ahead, there are many lasting changes arising from the COVID-19 pandemic. We are adopting a hybrid working model where our non-patient facing staff will continue to work from home for the majority of their working week.

We are looking forward to welcoming more volunteers back to their roles over the coming months. Our Learning & Development and Volunteering teams have worked closely to design and launch new core volunteer training to ensure all volunteers are prepared for a safe return. The Volunteering Essentials programme can be accessed from home through a variety of approaches with the aim of making it easily accessible for all of our volunteers.

In 2020:

 **49.5%** of our employees have been recognised for long service of five years or more

 **55%** of our volunteers have been with us for five years or longer

 Over **800** people volunteered for Hospiscare



Learning and Developing

Training the next generation

During the first lockdown in 2020, the majority of our training was moved online. This enabled us to continue to pass on our expertise to the next generation of doctors and nurses, as well as our non-clinical staff and volunteers.

We have now developed a hybrid model of training – both in person and online – to maximise learning opportunities whilst prioritising the safety of our patients and staff.

In March 2021, we launched our new Learning and Development programme which included new opportunities, such as Clinical Masterclasses and Management Modules.

Collaborating to create opportunities

Working closely with other healthcare organisations and sharing resources became more important than ever during the COVID-19 pandemic.

Due to our expertise in providing specialist end-of-life care and bereavement support, we worked closely with the Royal Devon & Exeter Hospital to set up the Exeter Nightingale hospital. We also collaborated with services across the South West to form a Bereavement Alliance to support family and friends bereaved by COVID-19.

The launch of our new website following a year-long project was instrumental in collaborating with our healthcare colleagues. By creating a resource bank of leaflets and videos, as well as pages containing advice and information, we were able to share our expertise with care homes, GPs and hospitals both locally and nationally.

Developing strong ties with our local business community

Hospiscare is extremely fortunate to have strong ties with our local business community and this support has been more vital than ever over the past year.

From providing sponsorship for our events to choosing our organisation as Charity of the Year, our local business community has been a vital pillar of support. In addition to the financial support these relationships provide, we are fortunate to benefit from their networks of staff and customers, enabling us to reach more people and share our mission for end-of-life care in the heart of Devon.

I love that I have developed in my role and that all of my work contributes to helping fund patient care – it really is key to everything that we do and adds a lot to my work satisfaction.

Our Stock Manager, Charlotte, is continuing her education through Hospiscare by completing an apprenticeship in partnership with Exeter College to become a chartered manager.



From April 2020 to March 2021:

-  **69** medical students undertook clinical placements at Hospiscare
-  **79** workshops were delivered
-  **689** people attended our training sessions, whether in person or via Zoom

Our Year



Spring 2020

We went into our first national lockdown in March. As businesses, schools and universities closed, life seemed to grind to a halt but our hospice remained open and making every day matter for patients and families facing terminal illnesses remained our priority.



Winter 2020

We held our first online Light up a Life service to support those who had suffered a bereavement to come together, virtually, and support each other at such a difficult time of year.



Summer 2020

After a year-long project, we launched our new website to provide vital resources and advice for healthcare professionals, patients and their families, and anyone in need of support and advice during the pandemic.



Spring 2021

In March, Men's Walk Your Way became our most successful Men's Walk to date, despite being a 'virtual' event. We delivered Exeter Brewery beers and Chunk of Devon pasties to over 600 people across Devon, who walked their own routes and raised an incredible £87,833.

Autumn 2020

We launched Tour de Devon and Marathon in a Month – our first virtual challenge events. With many of our events cancelled in 2020, Tour de Devon and Marathon in a Month enabled our supporters to challenge themselves physically while safely raising vital funds for our service.



Here there are a group of people and their families with a very special need. They need not just our skill, but our compassion; not just our pills, but our hearts.

Our founder, Dr John Searle, examines the first Hospiscare Annual Report with his successor as Chairman, Dr Jack Simpson. The report shows that, in our first year, we cared for 45 patients. A generation later, we care for over 2,000 patients and their families. Together, we can do so much more.



Looking Ahead

To look ahead, we must look back

In 2022, we'll be celebrating a special anniversary: 40 years since Dr John Searle gave his inaugural speech at Exeter's Guildhall which led to the birth of our charity.

We will be integrating our 40th anniversary messages into all of our activities for 2022 and sharing 40 stories from 40 years of Hospiscare to demonstrate the impact of our care.

2022 will see the launch of the 40 Club where 40 businesses will pledge to raise £1,000 each to support our charity. We will also launch an exciting new fundraising activity for our anniversary year.

In the summer of 2022, with restrictions permitting, we hope to hold gatherings of staff and volunteers, both past and present, to honour their contribution to our charity.

The road to recovery

The impact of the COVID-19 pandemic and subsequent national lockdowns is still being felt and our charity is facing a funding deficit of over £1.5 million.

To recover our finances, we have prepared a three year budget in order to understand and account for our financial needs over the next three years. In light of this, we are in conversation with the Clinical Commissioning Group – soon to become the Integrated Care System Devon (ICSD) – to discuss what additional financial support they can provide.

We remain proactive in our approach to close this deficit and will launch a Save our Services appeal in winter 2021 with the aim of raising an additional £1 million by March 2022 to prevent us having to reduce our services.

Our priorities

Bring our care closer to home

Our long-term vision continues to be establishing 24-hour hospice care at home or in the place of our patients' choice. We continue to run this service in the Exmouth and Budleigh Salterton area but this provision has ceased in Seaton and Axminster as the local commissioning partner is changing to a broader service. We are preparing to launch a Hospiscare@Home service in the Okehampton and Crediton area by February 2022, thanks to a donation from generous individuals.

Be experts in our field

We are continuing to work in partnership with our local healthcare colleagues, delivering specialist education courses for community nurses and contributing to their confidence and expertise in end-of-life care. We are excited to be developing a collaboration with the University of Exeter which involves taking nursing students on placements and delivering specialist education on their academic course, as well as providing placements for GPs and, for the first time, a paramedic.

Care for all of our patients' needs

We plan to launch our new day services model to provide our patients and carers with access to a range of support. This will include one-to-one clinics led by a multi-disciplinary team comprised of a nurse, physiotherapist and complementary therapist, as well as volunteer-led support groups to build on our community networks and establish links local to where our patients and families live.

Accelerate our income for financial stability

We will look at ways to accelerate the income we already have by continuing discussions with the ICSD about the level of support they can provide. E-commerce has proved to be a vital source of income during the pandemic and we will look at accelerating our growth in this area too. Finally, we will investigate new opportunities, such as the Save our Services appeal and business partnership opportunities to close our funding deficit.

Your Money

Your therapists invited conversation on matters surrounding the referral to Hospiscare and were empathetic. Choices of therapy were offered for me to select the one I was most comfortable with.

The Listening Service was adapted following the outset of the COVID-19 pandemic to provide suitable and flexible support to patients and families. This was made possible thanks to a grant from the Ritchie Charity Trust.



We receive just 18% of our funding from the NHS

We are here for our community when they need us most and over the last 18 months, we have needed our community to be there for us.

With the repeated closure of our charity shops and the limitations we faced for our events, our fundraising has been hit hard. Our community pulled together and found ingenious ways to fundraise for our charity safely and we were also fortunate to receive an additional £1,308,312 from Hospice UK's Recovery Fund.

Grants have always been a vital source of income for our charity and during the pandemic, this support was truly a lifeline. Along with other projects, grant funding

enabled us to adapt and develop our Listening Service in response to the greater demand due to COVID-19. We also received £314,813 of business continuity insurance grants to ensure our shops could continue trading after lockdown.

Our specialist end-of-life care and family support is delivered at no cost to our patients and their loved ones. This means that we must call upon the support of our community to generate 82% of the income needed to fund our care.

We need to raise approximately £8 million every year to provide our services. This is how our income and expenditure was split from April 2020 to March 2021:



- Fundraising 23.7%
- Other 19.6%
- Gifts in Wills 17.5%
- NHS Contribution 17.5%
- Partner Charities 10.1%
- Lottery 8.1%
- Investments 1.9%
- Education 1.6%
- Shops Profit 0%



- IPU 42.6%
- Community Nursing 38.8%
- Fundraising & gifts in Wills 11.3%
- Day Care Services 2.7%
- Lottery 1.7%
- Support for retail due to the pandemic 1.7%
- Education 1.2%

Thank you

We couldn't do this without you

Thank you to the lockdown quizzers, the virtual quiz masters and teams, the think-fast, don't come last supporters of our cause.

Thank you to the walkers, the joggers, the runners, the 'get your miles in' supporters aiming to top it all.

Thank you to the sewers, the crafters, the stitchers, for making scrubs and masks when we put out the call.

Thank you to the 2.6 challengers, the thinking out of the box fundraisers, for their ingenuity and creativity in supporting our cause.

Thank you to the Zoom concert singers, the musicians, the concert-lovers who shared their talent with us all.

Thank you to the wing walkers, the sky divers, the Statue of Liberty lifters, the thrill-seeking, adrenaline-pumped supporters of our cause.

Thank you to the PPE donators, the care hamper makers, the cheer-up treat bakers, the end of driveway table top salers, the odd jobbers, the online plant sellers, the head shavers, the Hospiscare Lottery players, the "you're doing a good job"ers;

We couldn't do this without you.



43

Hospiscare Heroes' blogs were shared to celebrate the achievements of our community (this stat is from Apr 2020 to Mar 2021)

8

 local businesses chose us as their Charity of the Year

24

 Open Gardens took place, both virtually and in real life, raising £24,172

39,176

items of homeware were sold in our charity shops



18

 people signed up to skydive or wing walk for our charity

54

 supporters took part in our Festive Fundraising campaign

630

 people took part in Men's Walk – Your Way, our first ever 'virtual' Men's Walk

Help make every day matter, now and in the future

Gifts in Wills funds the care of one in five of our patients.
We have remained by the side of our community for nearly forty years and this is largely thanks to people who think of us when making their Will.

Discover the power of a gift in your Will today

Call Louise on 01392 688020 or
email legacyinfo@hospiscare.co.uk