# Greenwich & Bexley COMMUNITY hospice



# Annual Review 2016/17

CONTENTS	Page
Message from our Chairman and Chief Executive	5
About the Hospice	6
Achievements in 2016/17	7
Providing care and support	8
Our volunteers	10
Reaching our local community	11
Income and expenditure	14
Looking to the future	17
Thank you	18



#### **OUR VISION AND MISSION**

Greenwich & Bexley Community Hospice aims to give expert care, support and education to people with terminal illness, their families, friends and professional carers to maximise the quality of life for every dying person in the London boroughs of Greenwich and Bexley.

#### **OUR VALUES**

To help us achieve our vision, we will work in a way which reflects the following values:

- Care
- Collaboration
- Compassion
- Professional
- Respecting
- Supporting one another and striving for High Quality in everything we do.

#### MESSAGE FROM OUR CHAIRMAN AND OUR CHIEF EXECUTIVE

Greenwich & Bexley Community Hospice has been caring for and supporting people in Bexley and Greenwich boroughs since 1994 – striving to raise awareness of the needs of people with terminal illness, challenge public perceptions towards hospice and palliative care, and showcase the range of activities and support offered by the Hospice. In this Annual Review we reflect on the relationships the Hospice has with local people and look forward to our care provision in the future.

The Hospice continues to adapt and use its resources to meet changing local need, providing care for all sections of the community, but as competition for charitable support increases and in this difficult financial climate, we are working harder than ever to ensure people know the Hospice is their local charity, that we are here to help them, and that we need their support as much as we did in the early days.

In 2016/17 we developed our strategy for the next three years, refreshing our vision and values and setting out the organisation's direction and plans to ensure the Hospice can continue to respond to the growing and diverse needs of our community, adapt to opportunities and challenges, and remain financially sustainable.

Our clinical staff have continued to develop services offered to local people, providing flexible and integrated community based support and enabling more people to be discharged from hospital. This has meant that, for people who died who were known to our community team, 84% were supported to die at home or in the Hospice in 2016/17.

We are only able to provide the care and support we do because of the generosity of local people, community groups, businesses and trusts. We are extremely grateful for the contribution made by new and long-standing loyal supporters.

Thank you to our dedicated staff, volunteers, and supporters. You make it possible for us to continue to provide quality care for local people – wherever and whenever it is needed.

David, Robson

Chairman David Robson

Chief Executive Kate Heaps

#### **ABOUT THE HOSPICE**

The Hospice is the foremost provider of specialist palliative care to people in the London boroughs of Bexley and Greenwich. Our services cover an area of 40 square miles, with a population of more than 500,000 people and include areas of wealth and extreme deprivation.

Hospice staff and volunteers care for adults with a wide variety of chronic and terminal illnesses. Most people we care for also have informal carers, all of whom can also access support to enable them to care for their loved one. Last year we cared for more than 2,500 people and were supported by many more members of the community through donations, legacies, trusts, and at our many fundraising events.

The Hospice does not charge for its services and only about one third of our funding comes from the NHS. This means we depend on the generosity of, mostly local, individuals, trusts, organisations, and businesses to raise almost five million pounds annually – so we can continue to provide care to people when it matters most.

The growth in our Hospice services over the past few years has been tremendous, with provision of care and support now spanning across the

whole patient journey. developments These have all been in response to local need. The Hospice has moved from a service which focuses on care delivery in a building to one which provides in whatever care setting it is needed in people's homes, in care homes, in local prisons, in hospital, and at the Hospice in Abbey Wood.



Ellen and Ali, our Modern Matrons, raising funds on International Nurses Day

#### ACHIEVEMENTS IN 2016/17

During 2016/17 we:

- Supported more people to die at home and in the Hospice (where this was their choice). For people known to our community services, 84% were supported to die at home or in the Hospice.
- Achieved a 'Good' rating from the Care Quality Commission who inspected our services in autumn 2016. We were awarded a rating of 'Outstanding' for the responsiveness domain.
- Introduced 'You said, we did' boards in the Hospice to share feedback from patients and carers.
- Piloted an Immediate Home Support Service in Bexley, supporting 99 people and preventing an estimated 61 hospital admissions during the pilot.
- Concluded our project, funded by the St James's Place Foundation, to provide end of life care for people with advanced dementia and their families.
- Introduced a Holistic Needs Assessment for people who attend Day Hospice, each person has a tailored care plan which is reviewed every 12 weeks to determine how their needs are best met, whether this is within the Day Hospice, elsewhere in the Hospice, or with another service provider.
- Delivered a number of funded, innovative projects for clinical education and role development through the South London Hospices Education Collaborative, including a training programme for prison staff and a rotational programme to develop end of life care skills for staff nurses working with other Hospices and NHS providers.
- Established and strengthened relationships with groups and individuals within the local Afro-Caribbean, Nepali, Vietnamese, Hindu and Muslim communities.

#### **PROVIDING CARE AND SUPPORT**

The Hospice offers 24-hour care and support to people in the London boroughs of Greenwich & Bexley. In 2016/17 our community services team made 14,571 visits (2015/16: 14,053) and 27,718 phone calls (2015/16: 26,790) to 1,314 people in their own homes (2015/16: 1,420). Of these people, 26% had a non-cancer diagnosis. Of the 798 people who died under the care of the community services team, 60% were able to die in their own home or in a care home (2015/16: 57%), and another 24% died in the Hospice. The Hospice's service for people with advanced dementia continued to grow over the year, with the team reaching 105 community patients in the year (a 25% increase on 2015/16).



Lisa Morris, Advanced Dementia CNS, receives an award for her work

The Hospice team based at Queen Elizabeth Hospital, Woolwich, plays an important role in educating and advising hospital staff as well as supporting people with terminal illness and their families in hospital. The small hospital team made 4,174 visits to 950 people (an increase of 10% on 2015/16). 46% of these people we supported had a diagnosis other than cancer (2015/16: 39%) and 53% were discharged to another place of care (52% in 2016/17).

The Hospice rehabilitation team works with Hospice nurses and doctors to encourage a rehabilitative approach across all our services. As a result of long term absence and some maternity leave, we were not able to advance our plans for rehabilitation at the pace we had hoped, however we hope to be able to take our plans forward in 2017/18.

Following the review and decision taken in 2015/16, we ceased providing a lymphoedema service for people in Greenwich borough and continued discussions with Bexley CCG about their plans for care of people with lymphoedema. We plan to be able to hand over this service early in 2018.



During the year 353 people were cared for on our Inpatient Unit at the Hospice (2015/16:368). They were helped with achieving pain and symptom control, care in the last days of life, emotional and spiritual support, and respite care; around 34% of these people were discharged home. The direct cost of providing care in the Inpatient Unit for the year was  $\pounds$ 2,178,209 (2015/16:  $\pounds$ 2,191,244).

Our Day Hospice offers care for up to 25 people a day, three days a week. 123 people were cared for (a reduction of 14% on the previous year), with 2,159 attendances (a reduction of 3% on the previous year). This reduction was largely due to a shortage of volunteer drivers in the year. The Day Hospice is available to people who require our support but do not need 24 hour care. People have their holistic needs assessed, facilitating individualised care planning and referral to other Hospice services. As a result of gifts, particularly local charity Andi's Gift, the Day Hospice offered a much improved activities programme in 2016/17.

#### **OUR VOLUNTEERS**

Volunteers work in all areas of the Hospice, including trustees, maintenance, fundraisers, shop workers, Day Hospice volunteers, administrative support, advanced care planning volunteers and volunteers in our education team.

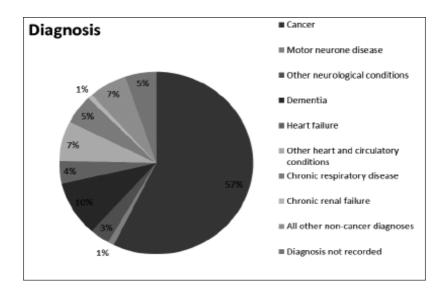


More than 485 volunteers were registered with the Hospice at the end of 2016/17 (2015/16: 578) and collectively gave over 84,000 hours of their time (2015/16: 115,000). In addition, many corporate and community groups provided volunteering support through their Corporate Social Responsibility Programmes. In total these volunteer hours equate to 51 full time workers for a year, or a financial donation equivalent to approximately £819,000.

We are actively working to recruit new volunteers to help us achieve our future ambitions.

This is a considerable contribution, not only in time or money saved but in skills and expertise, adding real value to every aspect of our work. We are proud and greatly encouraged to have such a wide range of volunteers from teenagers to people in their late 80s offering their time and expertise to the Hospice.

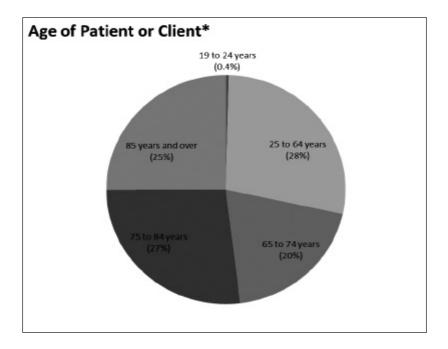
#### **REACHING OUR LOCAL COMMUNITY**



The Hospice continues to strive to reach people with a diagnosis other than cancer. The overall proportion of cancer activity was 57% with the biggest growth in dementia, 'other heart and circulatory conditions' and 'all other non-cancer diagnoses'. The overall number of people who were supported by the Hospice increased in 2016/17 by 202 patients (7.5%) with the largest amount of growth being in people with non-malignant disease (14%) while the number of people with cancer increased by 3%.

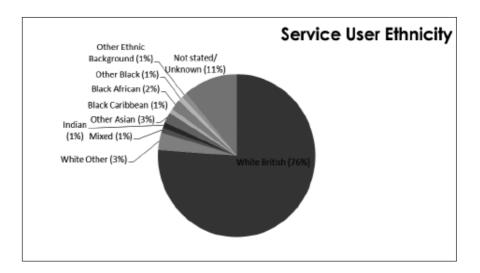
During 2016/17 the Hospice cared for a total of 269 people with dementia as their primary diagnosis (an increase of 41% on 2015/16 and of 60% on 2014/15).

The Hospice provides care to anyone with a terminal illness, who is over 18, and is a resident of Bexley or Greenwich boroughs. The majority of people we care for are over 65. In 2016/17, 52% of the people we cared for were over 75 (2015/16: 53%) and 25% were over 85 (2015/16: 23%). The overall proportion of people aged over 75 is slightly lower because of an overall increasing number of people supported by the Hospice. The actual number of people aged over 75 increased by more than 9% and the number of people aged over 85 increased by 16%.



#### Black, Asian and Minority Ethnic Communities

The Hospice has continued to reach out to the whole community and make links with leaders of black, Asian and minority ethnic communities - as well as faith groups. In 2016/17, supported by a grant from Greenwich Action for Voluntary Services and the Royal Borough of Greenwich, our Chaplain led a small project to build on this work and has made good links with the Nepalese, Afro-Caribbean, Islamic and Hindu communities, and the Vietnamese community.



Our 3 year strategy continues to focus on this area, and we have been awarded a further grant for use in 2017/18 to continue our work to build links and develop the skills and awareness of health care staff in 'cultural competency' at end of life.



#### **INCOME AND EXPENDITURE**

In order to further integrate and improve our income generation activities, and to reduce management costs, the Hospice undertook a restructure of the management of income generation in 2016/17, resulting in the retail and fundraising departments being brought together under one Head of Income Generation.



The Hospice shops had a successful year, with the retail trading results showing a 5% increase in total income compared to the previous year. Profit on retail increased and was  $\pounds165,089$ .

In 2016/17 total fundraising income was £1,161,494 (an increase of 13%).

The Hospice is registered with the new Fundraising Regulator and abides by the Fundraising Code of Practice.





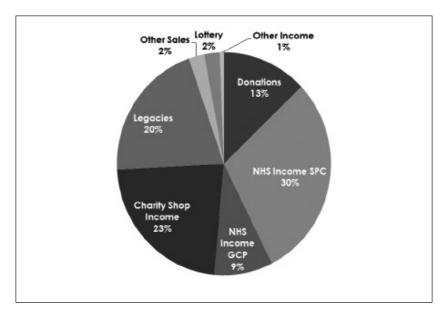
More and more people are raising funds individually on behalf of the Hospice by taking on challenges. Income from Virgin London Marathon for 2016/17 totalled  $\pounds 28,651$  and various treks and challenges raised  $\pounds 34,846$ .

Legacy gifts from Wills continue to be a significant source of income for the Hospice and in 2016/17 our legacy income totalled £1,852,519 (2015/16: £789,096). This demonstrates the fluctuations within legacy income year on year. We are grateful to the local solicitors who supported our Free Will Week campaigns, increasing awareness of the importance of legacies to the Hospice among our supporters and the local community.

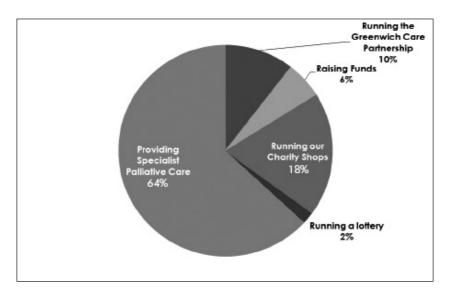
Support from local businesses saw a slight increase of 4%, both in Charity of the Year and Local Business Partnerships.



#### Where our money came from in 2016/17



#### Where our money was spent in 2016/17



#### For every pound raised, 74 pence is spent on care

#### LOOKING TO THE FUTURE

In 2016/17 we refreshed our 3 year strategy. The strategy focuses on three cross-cutting strands:

- An open and supportive organisational culture
- Quality care when it counts
- Valuing diversity

With objectives under the following four core themes:

- Building partnerships, networks and community
- Sustainability, efficiency and innovation
- Developing and retaining our workforce
- Generating sufficient income to safely meet demand and quality requirements

We will continue to:

- develop our clinical services to respond to local need and other external challenges
- ensure quality and standards across all our services
- improve access to Hospice services for people from black, Asian and minority ethnic communities, the older old and people with non-malignant disease
- provide leadership in palliative and end of life care across our local area
- develop new streams of voluntary income and strengthen existing ones
- develop our communications to ensure people are able to access appropriate care when and where they need it
- support staff and volunteers to develop their practice and provide a quality service
- develop our facilities thanks to the generous support of Trusts and individuals we will update our kitchen facilities and a courtyard garden to help meet the needs of our service users in the future
- develop staff to be Hospice Ambassadors so they are able to confidently articulate our funding needs, describe our services and signpost people to appropriate information or support
- invest in our retail network to ensure our shops present a professional image where people want to shop and feel confident in the services we provide



#### THANK YOU

#### **Trusts and Foundations**

Axis Foundation Coop Community Foundation Hospital Saturday Fund F E Hinton Charitable Trust FreeSport Greenhall Foundation Greenwich Action for Voluntary Service London Borough of Bexley London Catalyst Macmillan Cancer Support Masonic Charitable Fund R.U.B White Charitable Trust The Thomas J Horne Memorial Trust William Kendalls Charity

#### **Community Groups**

Barnehurst Junior School Bexley Active Retirement Association **Bexley Fire Cadets** Bexleyheath Community Church Bishop Ridley Primary School Christ Church Erith Christ the King Sixth Form College Colfe's School Greenwich & Lewisham Fire Cadets Greenwich Fire Station John Ball Primary School Ladywell Lodge 4380 Prince of Wales Public House Roval Blackheath Golf Club Ruff Diamonds Golf Society Sainsbury's Abbey Wood St Paul's Academy The Bull Tavern The Freemason's Grand Charity The London Pearly Kings and Queens Society The Rotary Club of Bexley Trinity College Lodge No. 1765



#### **Businesses**

Balfour Beatty - Crossrail SESP - Abbey Wood **Broadway Shopping Centre** Cader Solicitors F A Albin & Sons Funeral Directors Ferndale Foods Grant Saw **GovNet** Communications Hamptons International Hughes-Narborough & Thomas John Payne (part of The Acorn Group) Kirk & Partners Solicitors **KLR Solicitors** Marks & Spencer Bexleyheath McMillan Williams Solicitors Peabody Sainsbury's Crayford Select Plant Hire – Erith Depot Wincanton Sainsbury's Woolsey, Morris & Kennedy





### **Clinical Commissioning Groups and Local Authorities**

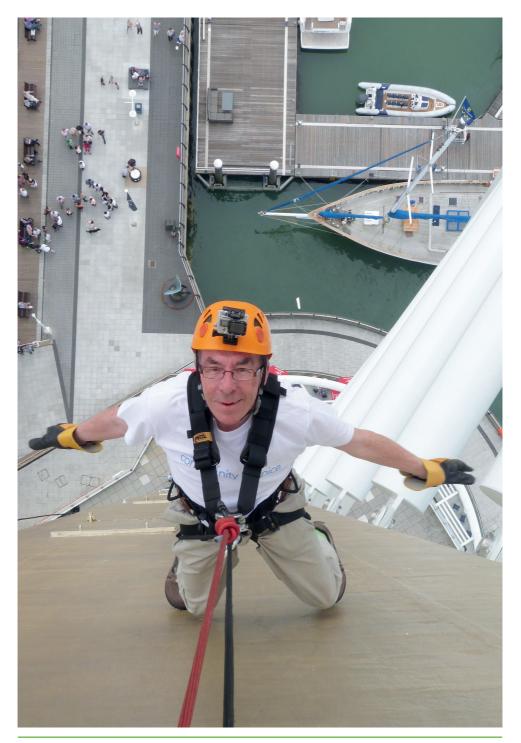
London Borough of Bexley Royal Borough of Greenwich NHS Bexley NHS Greenwich



#### Individuals

Cllr Norman Adams Darren Baker Daniel Bridges Jo Conway Sarah Cooper Andy Crowther Daniel Field Tony Foster Vicky Gambleton Denise Hirst Hospice Friends David Jamison Nicola Johnson Sarah-Jane Kemble Mehboob Khan Bindoo Lamplough Chris Lloyd Tom Major Ian McClean

Bobby McGuane Louise Mehmet Ruth Morgan Lisa Mullane Vicky Nock Ann Nugent Daniel Stoddart Team Eds Berrys Team Anna, John, Michael and Carlos Christian Thomas Danny Thorpe Paul Tyrell



## Greenwich & Bexley COMMUNITY hospice

185 Bostall Hill Abbey Wood London SE2 0GB

info@gbch.org.uk

### 020 8312 2244 www.communityhospice.org.uk @gbchospice

Greenwich & Bexley Community Hospice. A company limited by guarantee. Registered in England and Wales No. 2747475. Charity No. 1017406