Our Annual Review 2013/14
“Delivering today – Preparing for the future”
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Message from our Chairman and Chief Executive

This annual review reflects on 20 years of Hospice care and support provided to dying people in Greenwich and Bexley and looks at the charity’s plans to ensure that we can continue to serve the local community for the future.

The challenges faced over recent years of increased demand and complexity of need and the necessity to work within resource constraints remain. This means that we continue to grow and develop our services and build new partnerships so that we can be flexible and responsive to the needs of local people, their families and carers and to the requirements of supporters, commissioners and regulators.

We continue to review our services and to develop our staff to ensure that we are able to care for people across the whole community, in diverse care settings and with the whole spectrum of life limiting illnesses. In particular we are pleased to see that the proportion of people we support who are classified as older old and/or who are affected by a condition other than cancer continues to increase.

The planned development of the Hospice building is now underway to ensure that we can continue to meet the future needs of our community and we look forward to inviting our community to use these facilities and breaking down some of the barriers of Hospice care in the future.

The advice, support, training and development we provide to other health and social care staff continues to be an important tool in improving and extending quality end of life care to more people. In 2013/14 we began an education collaborative to build capacity and share expertise for end of life care education provision across South London. Our patient and carer feedback programme gathered momentum in the year and is starting to help shape and further improve our care for future service users.

Thank you to our dedicated staff, volunteers and supporters for all they do to ensure we are able to provide quality care for local dying people when it matters most.

Chairman
David Robson

Chief Executive
Kate Heaps
1994

The newly built Hospice in Abbey Wood was opened; a vision of our Co-founders, Pat Jeavons and Don Sturrock.
The Hospice is the main provider of specialist palliative care within the London Boroughs of Greenwich and Bexley. It costs over £7 Million per year to provide Hospice care and with around a third of Hospice funding coming from the NHS, the need to rely on the generous and loyal support of local people, businesses, organisations, schools and community groups continues. The funding we raise from the local community enables the Hospice to continue to provide high quality compassionate care, advice and support to people at any time between diagnosis and bereavement.

All care is provided free of charge, whether it is physical, practical or emotional support that is required. The Hospice team are trained to provide specialist care for a range of terminal illnesses, not just cancer, in people’s homes and care homes, at the Hospice in Abbey Wood and at Queen Elizabeth Hospital, Woolwich.

We try to ensure that every aspect of a person’s treatment and care helps to give them confidence, choice and control for as long as it is required, no matter how much time is left.

As experts in caring for people facing the end of life we continue to share our knowledge and experience through a variety of education initiatives. By working with GPs, district nurses, care home and hospital staff we are able to ensure that as many people as possible can receive and benefit from the best quality end of life of care possible.
Stepping Stones (previously called Cakewalk Cafe) was launched, which offers support to patients, families, carers and those recently bereaved.

The Hospice opened a Lymphoedema clinic, offering treatment, advice and self-help techniques to people with this condition.

2000
Highlights of 2013-14

- We continued to care for more people in their own homes by providing individually tailored and joined up support in the community around the clock, 365 days a year.

- We continued to develop our services to improve accessibility for everyone who needs our care, the impact of this was demonstrated by us reaching a higher proportion of ‘older old’ people (over 75).

- We developed better internal reporting systems to enable clinical staff, managers and trustees to better monitor the quality of care that we provide in a timely fashion.

- We launched a patient and carer survey programme to capture routine feedback to support our commitment to continual service improvement and to provide robust data to commissioners.

- We continued to strengthen relationships with our commissioners to improve services and secure ongoing NHS and Local Authority funding.

- We commenced our building development project to develop a purpose built rehabilitation gym, a “community hub” and coordination centre to support the care we provide at home.

- We installed an electronic point of sale till system across our shops to modernise our systems and give ‘real time’ information to help improve retail performance.

- We welcomed the opportunity to share knowledge and expertise by working collaboratively with other South London Hospices to bid for funding and provide education and training to improve end of life care.

- We continued to develop new and innovative streams of voluntary income to enable us to serve more people who need Hospice support.

- We celebrated 20 years of continued Hospice care and support to the local communities of Greenwich and Bexley.

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1 See the Hospice Quality Account available on our website.
In response to need the Inpatient Unit was expanded to 19 beds and a new purpose built larger Day Hospice facility was opened, providing capacity for 75 people a week.
During 2013/14 there was an increase in the number of people who were referred to the Specialist Community Team. The team saw an increased number of people with a non-cancer diagnosis and in total, provided advice and support to 1,248 people.

- **The team made 3,448 visits to people in their own home**

Our team based at Queen Elizabeth Hospital, Woolwich continued to support hospital patients and their families, as well as facilitating a timely and safe discharge. Of the 554 people who received our service while in hospital, around a third of those visited had a diagnosis other than cancer.

- **Our support helps people to spend less time in hospital and more time in their place of choice**

The Greenwich Care Partnership continued to grow and provided a single point of access for nursing and personal care for dying people who live in Greenwich Borough. This year the service provided care and support to 747 people and their families. It is hoped that in the future people living in Bexley will be able to benefit from this integrated service.

- **It costs £250 per day to support someone at home at the end of their life, enabling their carer to enjoy the remaining days with their loved one, supported by skilled carers**

The Lymphoedema team continued to provide specialist care and advice on self-management for 550 people with this debilitating condition.

- **To provide one person with hosiery to aid recovery costs around £300 per year**

The Rehabilitation team worked with over 500 people to improve their mobility, independence, confidence and quality of life.

- **It costs just £10 for a walking stick to support someone to walk more safely**
Sometimes specialist care provided in Woodlands, our inpatient unit is required to assess, treat and manage symptoms and support people at the end of life. The number of people we treat with a diagnosis other than cancer continues to grow. Some people stayed with us for a short time, enabling us to reassess their condition, modify medication to relieve pain and control other symptoms before being discharged home. For every person we care for our aim is for them to achieve the best quality of life possible and to feel supported in a comfortable, caring and safe environment during their final days.

- The average cost of drugs on the inpatient unit is £1,650 per week

Shornells, the Day Hospice is offered to those who require specialist care and support but are not yet at the stage of their illness where they require 24 hour care. Day Hospice is a social place where people gain mutual support; it can enable a person’s carer to have some time to themselves, knowing their loved one is in good hands. Access to treatment, rehabilitation, welfare advice and medication and symptom review are all available during the day.

- People usually attend Day Hospice for one session a week, which costs £99 per person per week

“I could not have received more help and support from all the wonderful staff, medical and non-medical, at the Hospice, thank you! I was just too late to be at her bedside, a nurse had stayed with her, she was not alone” Dr.

Daughter of a person cared for on Woodlands
Before and/or following bereavement the Hospice team of trained counsellors offer psychological support during one to one sessions or within support groups. Our Social Worker continues to offer valued advice on welfare rights, housing and family issues.

Gathering to Remember services are a welcome opportunity for those who are recently bereaved to join others in celebrating the life of their loved one.

• **In 2013/14, formal counselling was provided to over 230 people**
The Hospice team started to deliver training to care homes; we now work with 31 local care homes to improve the care they provide for dying people.
Meet the Team

Carla Rattigan – Lead Nurse, Hospice Community Services

I have been working at the Hospice since it opened in 1994 and brought with me 10 years experience working in an oncology and cancer care unit and busy casualty department.

In my current role as Lead Nurse, Hospice Outreach Services, it is my responsibility to lead the Greenwich Care Partnership’s Hospice at Home Service, Day Hospice, the Befriending Service and Advanced Care Planning. The healthcare environment is ever changing but I believe that the Hospice is well placed to deliver high quality care now and in the future.

I enjoy working for the Hospice; I feel that I am able to make positive changes that affect patient’s future care. But, the biggest reward I receive when doing my job is to see junior members of staff learn and flourish enabling them to take forward the palliative care ethos and deliver excellent care to patients. I then know that the future of care is secure.
The Hospice was commissioned to provide community and hospital palliative care services in the London Borough of Greenwich, enabling more people to be well supported at the end of their lives.
I joined the Hospice team in November of last year, having worked in fundraising for the past 8 years in the UK, Ireland and most recently, in Australia. My most recent role was as National Fundraising Manager for an Australian charity representing children in out of home care. Having started off my career as a lawyer, personal exposure to the third sector led me to re-evaluate my career path and I have never looked back.

My role as Fundraising Manager involves leading the community fundraising team in the delivery of community events, the nurturing of relationships with local community groups and developing our network of corporate support, as well as supervising our challenge event and in memoriam fundraising. I am also responsible for our highly-valued pool of community fundraising volunteers, without whom, we simply couldn’t function.

It is an absolute pleasure to be a part of such a dynamic fundraising team, who are focussed, driven and most importantly, enthusiastic in the pursuit of our goals, whilst being sensitive and respectful to the nature of our organisation. I believe our team is in a great position to meet the challenges that present themselves in modern day fundraising.

It is a privilege to work for such a well-respected local organisation, which is cherished within our community for consistently providing care and support to those in our community that need it most. Although fundraising is perceived to be somewhat removed from the primary care aspect of the Hospice, we have a very inclusive approach to fundraising, and work closely with Hospice staff, volunteers, service users and their families; it is this aspect of my job that I find particularly rewarding.
Volunteering

Hospice Volunteers

In the past year, the Hospice benefitted from nearly 89,000 hours of volunteer support. Volunteers aged between 16 and 90+ supported all areas of the Hospice and brought with them a wealth of knowledge, skills and life experiences. Many have been volunteering for us for a number of years, even before the Hospice opened in 1994.

Through back to work schemes, we were able to offer volunteers the opportunity to build on their confidence, knowledge and experience in the workplace before moving on to paid employment either in the Hospice or elsewhere. We were delighted when 5 people achieved NVQs in Customer Service and Business Skills while volunteering with us.

"[The Nurse] was always available to visit or give advice over the telephone, she has such a caring and compassionate nature."
Volunteering enables me to meet new people and make new friends. After losing someone close to me, I feel it is nice to give something back to the community.

*Linda Hine* – Hospice Neighbours

Volunteering has benefitted me a lot - I am now much more confident. I used to be very shy and nervous but thanks to the skills I’ve developed through volunteering and the NVQ in Customer Service completed through the Hospice, I can do so much more including using the till and taking payments by credit card. I generally feel a lot more able and ready to look for work.

*Glenda Day* – Belvedere Shop

We love coming to the Hospice, to us it is like giving people a big hug – the clinical staff care for the patients, we care for the friends and relatives. It makes us count our blessings.

*Val Honour and Eve Carter* – Woodlands Cafe
People are able to benefit from the new rehabilitation service at the Hospice, supporting independence, choice and control at the end of life.

The Bexley Community Palliative Care Team transferred to the Hospice, making Greenwich & Bexley Community Hospice the only provider of specialist palliative care to adults in both boroughs.

2010

People are able to benefit from the new rehabilitation service at the Hospice supporting independence, choice and control at the end of life.
Care Beyond Cancer
The Hospice does not only care for people with cancer; of all the people cared for across all Hospice services there continues to be an increase in those with a non-malignant disease. Our aim is to reach and support people earlier in their diagnosis so that when the time comes, appropriate holistic care is in place.

Black, Asian and Minority Ethnic Communities
The Hospice continued to work hard to forge links with the whole community and to reach out to people who may not have previously accessed Hospice care. Our Chaplain has been meeting with diverse faith groups to encourage them to spread the work about Hospice services. We also continued to raise awareness of the services available to everyone and encouraged employment and volunteering opportunities through new networks, local and social media and our open days. Our community development and work in Queen Elizabeth Hospital helps us to reach out to people who may not have historically known about the Hospice.
Our Fundraising Team continued to strengthen and diversify with new income streams which welcomed new supporters and nurtured relationships with existing ones. As well as our traditional appeals and newsletters, we developed an e-newsletter and continued to use social media and the Hospice website to share news. Events such as Moonlit Walk, Mini Marathon and Teddy Bears' Picnic have been very popular; others have ceased to attract the support they require to make them profitable and it has been decided to rest these events to allow time to concentrate on others.

Community support continued with individuals, clubs, pubs, groups, schools, businesses and faith groups who demonstrated their support by donating money or gifts in kind. Many have organised events of their own, participated in a personal challenge or attended Hospice led events. People with experience of the Hospice have donated in memory of a loved one.

Our new Memory Tree will be sited in the Hospice grounds next year giving people the opportunity of a long lasting and personal tribute to a loved one.

- **The economic climate proved challenging as voluntary income decreased by 10%**

Legacies (gifts bequeathed to the Hospice in a Will) are a significant, yet unpredictable source of funding. Hospice Free Will Weeks, supported by local solicitors, have been crucial in raising awareness and gathering support for the charity.

- **Last year legacy income totalled £545,242 which was £895,971 less than the previous year**
Our extensive network of charity shops raised a record breaking profit of £524,276 towards Hospice funds this year. A new warehouse facility at Bellegrove Parade was leased and will soon become the hub of the retail network. Recycling has been extended with less non-saleable items being ‘ragged’ as more items are given a ‘second-chance’. Gift Aid on donated goods has continued to increase and last year raised £75,550 towards our total income.

The house clearance service has gone from strength to strength and raised significant income as well as providing a service for the community.

In 2012/13, the decision was taken to extend our shop opening hours to meet the needs of shoppers and increase income.

- Currently we have 322 Hospice retail volunteers working alongside staff in our 16 shops
The pioneering Greenwich Care Partnership was established, working with other providers to enable expert and joined up care for local dying people.
how we raised our money...

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations</td>
<td>£1,082,551</td>
</tr>
<tr>
<td>NHS Income Specialist Pallative Care</td>
<td>£2,645,524</td>
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<tr>
<td>NHS Income Greenwich Care Partnership</td>
<td>£800,000</td>
</tr>
<tr>
<td>Charity Shop Income</td>
<td>£1,617,933</td>
</tr>
<tr>
<td>Legacies</td>
<td>£537,176</td>
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<tr>
<td>Rental Income</td>
<td>£9,261</td>
</tr>
<tr>
<td>Other Sales</td>
<td>£139,791</td>
</tr>
<tr>
<td>Lottery</td>
<td>£248,184</td>
</tr>
<tr>
<td>Other Grants</td>
<td>£230,861</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£7,311,281</strong></td>
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</table>

how we spent our money...

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Running the Greenwich Care Partnership</td>
<td>£790,472</td>
<td>10.90%</td>
</tr>
<tr>
<td>Raising Funds</td>
<td>£425,386</td>
<td>5.86%</td>
</tr>
<tr>
<td>Running our Charity Shops</td>
<td>£1,137,874</td>
<td>15.69%</td>
</tr>
<tr>
<td>Running a lottery</td>
<td>£184,618</td>
<td>2.54%</td>
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<tr>
<td>Providing Specialist Palliative Care</td>
<td>£4,716,129</td>
<td>65.01%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£7,254,479</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
The Hospice launched an innovative volunteer led service to support people with planning for the future. The Advance Care Planning project attracted interest from other Hospices and care providers.
During 2014-15 we will:

• **Improve access to Hospice services** particularly for those who are currently underrepresented, by redesigning referral pathways, integrating existing elements of service further and developing new ways of providing care.

• **Achieve financial stability** by seeking new and innovative ways of **increasing voluntary income**, ensuring appropriate levels of statutory income and by controlling expenditure.

• **Develop the Hospice workforce** providing opportunities for growth for existing staff and volunteers as well as developing new roles to ensure care continues to be delivered compassionately, creatively and efficiently.

• **Complete the Hospice extension** accommodating our community teams, a rehabilitation gym, community hub and better entrance for disabled access to the Hospice building.

• **Become a “Research Active Hospice”** adopting the Research Framework for Hospices and further developing our clinical audit programme.

• **Continue to work collaboratively** with other end of life care providers by sharing knowledge and expertise.

• **Open a new retail unit** and continue to make improvements in distribution, stock management and recycling.
ACROSS GREENWICH AND BEXLEY

20 YEARS OF CARE AND SUPPORT

“Delivering today — Preparing for the future”
Thank you

Individuals:
Liz Woods
Steve Quinnell
Surjit and Lakhbir Kailey
Jan Clark
Gwen Jones, Pearly Queen of Greenwich
Clive Bennett, Pearly Pride of Greenwich
Claire Turner
Our Hospice Friends

Businesses:
Foresters
Greenergy
Barclays
Lite4Life
Broadway Shopping Centre
Artic Building Services
Wincanton Thameside
Old Mutual Business Services
Bluebird Care
Marks & Spencer
Apex Lifts
Day Lewis Pharmacy
John Lewis
Ferndale Foods
Our local business partners

Trusts and Foundations:
Wolfson Foundation
Garfield Weston Foundation
Fidelity Weston Foundation
Albert Hunt Trust
Balcombe Charitable Trust
Thomas J Horne Memorial Trust
Joan Seeley Pain Relief Memorial Trust
Florence Nightingale Aid in Sickness Trust
Department of Health
NHS Greenwich
NHS Bexley
Royal Borough of Greenwich
London Borough of Bexley
William and Katherine Longman Charitable Trust
Elise Pilkington Charitable Trust
Hospital Saturday Fund
Hedley Foundation
South Square Trust
Northwick Trust

Community Groups:
The Rotary Club of Bexley
The Rotary Club of Danson
The Rotary Club of Sidcup
Thamesview Golf Centre
Ruff Diamonds Golf Society
Royal Blackheath Golf Club
Christ Church Erith
All Saints Church Belvedere
Shree Kutch Satsang Swaminarayan Temple
Eynesford Concert Band
The Pelton Arms
The Cutty Sark

Freemasons:
Burnt Ash Lodge
Wandle Park Masonic Lodge
Orion in the West
Shirley Woolmer Lodge
The New Temple Lodge
Sydney Lodge
Oxleas Wood Lodge
Tottenham Secundus Lodge

www.communityhospice.org.uk

If you would like to know more about raising funds or volunteering for the Hospice please contact us on info@gbch.org.uk or call 020 8312 2244

Thank you
For further details of Greenwich & Bexley Community Hospice:

email us at info@gbch.org.uk
call us on 020 8312 2244

visit us at www.communityhospice.org.uk

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