

Annual Review

2018/19



Patron, Sir Peter Rigby
Registered charity No: 1064091





The Shakespeare Hospice is an award-winning hospice and the largest independent day hospice in the West Midlands, offering a diverse range of services to our patients, their families and carers across South Warwickshire and the North Cotswolds. Our integrated services ensure that our clinical staff communicate regularly to provide the right care and support for every patient and their family.



Message from the Chair

Welcome to our Annual Report for April 2018 to March 2019

I would like to start by thanking my fellow Trustees who have continued to give their time voluntarily over the year and have helped steer the Hospice through what was a challenging year, in relation to our income, but nevertheless another successful year as we maintained all our services. I would also like to thank all the wonderful staff at the Hospice and our volunteers and supporters without whom we would not be able to offer the care and support we provide to our local community.

The current climate for all hospices up and down the country is tough. Our costs have exceeded our income which necessitated us implementing cost savings measures during the year. These included closing the Moreton shop and a re-organisation resulting in the redundancy of the Quality Lead Nurse post. All the changes were effected without any impact on patient services which continues to be our priority.

We were successful in receiving an uplift in funding from South Warwickshire Clinical Commissioning Group which brings our total NHS income in 2018/19 to 14%. That means that we still need to generate the remaining 86% of income from fundraising and our retail shops. During the year we undertook a review of our retail operations and implemented a number of measures to increase overall profitability across the

shops. The Income Strategy Committee and the Board continue to monitor performance of the shops and review the overall Retail and broader Fundraising strategies to ensure we are maximising our income generation activities.

There continues to be an increasing demand for our services. The Board monitors all the services we provide including, importantly, the quality of those services. Given the income challenges, the focus during the year has been on maintaining current services and we have not, therefore, been able to progress service provision for dementia patients and their carers. Whilst we would like to expand the range of services we offer in the future we will continue to concentrate resources on maintaining our current services unless we can secure additional new funding.

Looking ahead, we know we are still operating in a challenging climate in common with hospices throughout the country. We are also mindful that the NHS and social care landscape is changing. We will continue to review all our operations and ensure we are cost efficient. We will also look for opportunities to collaborate with others, be they hospices, care organisations or other partners who we believe can help us to continue to provide excellent quality services to our community.

Fiona Murphy
Chair of Trustees

Trustees:

The trustees who served during the period 1 April 2018 to 31 March 2019 were as follows:

Name	Committee
Miranda McCormick ¹ (Chair)	Chairs', Finance & Audit,
Fiona Murphy ²	Chairs', Income Strategy,
	Human Resources
Richard Lennon ³	Finance & Audit
Dr Paul Simmonds ⁴	Chairs', Finance & Audit,
	Human Resources
Sophie Gilkes ⁵	Chairs', Income Strategy
Mark Haselden ⁶	Chairs', Finance & Audit
Dr Cristina Ramos	Chairs', Clinical Governance
Dr Jeremy Shearman ⁷	Clinical Governance
Gill Thomas	Income Strategy
Dr Emert White ⁸	Chairs', Clinical Governance
Kathryn Williams	Clinical Governance
James Richards	Income Strategy
Charles Horton	Finance & Audit
Richard Barrett	Chairs', Finance & Audit,
Debbie Smith ⁹	Clinical Governance
Adrian Knott ¹⁰	Income Strategy
Elizabeth Spencer ¹¹	Clinical Governance ,
	Human Resources
Bill Acres ¹²	Chairs', Income Strategy

- 1 Resigned 18/03/2019
- 2 Appointed 21/05/2018, Chair 18/03/2019
- 3 Appointed 21/01/2019
- 4 Appointed 18/03/2019
- 5 Resigned 26/06/2018
- 6 Resigned 26/09/2018
- 7 Appointed 08/11/2018
- 8 Resigned 19/11/2018
- 9 Appointed 02/05/2018
- 10 Appointed 21/05/2018, resigned 24/09/2018
- 11 Appointed 21/05/2018
- 12 Appointed 18/03/2019



Message from the Chief Executive

A key achievement this year is that we have continued to look after over 1000 patients and their families, delivering high quality palliative care and support to our local community, when they have needed it and where they have wanted it, close to home.



BBC filming for Midlands Today at the Hospice.

We are also continuing to develop our Hospice at Home service in liaison with other palliative care providers, and referrals to the service this year have been higher than ever before.

We have successfully completed our Rigby Foundation Award Rehabilitation Project in collaboration with South Warwickshire Foundation Trust and hope to present this new model of working nationally.

We have been fortunate to raise our profile on national TV this year, with a very moving family story on the annual Children in Need programme and also a feature about our Day Hospice and Hospice at Home service on BBC Midlands Today just before Christmas.

However, the current economic climate has meant that raising the £2.4 million we need has become even more challenging and competitive.

We are grateful to have had an uplift in our annual grant from South Warwickshire Clinical Commissioning Group. However our increasing costs have exceeded our income, despite a managed reduction over the year in our operating costs.

We are not being complacent and are revisiting our income generation strategy to ensure we are maximising our opportunities to raise funds.

During this challenging year I have been most grateful for the support of my senior management team and Trustees.

Looking ahead, our strategic priorities will be to invest in growing income which will maintain our palliative and supportive care services for the growing number of people who will need us. My sincere thanks also to all of our staff and volunteers that go above and beyond every single

day, which enables us to deliver our special care within the resources available to us.

Our key objective for next year is to ensure financial stability so that we can maintain our current, much needed services.

I hope that, as our valued supporter, we can count on your continued engagement.

Thank you so much for being part of our family.

Angie Arnold
Chief Executive



Our Vision

Every young person and adult living in our community with a life limiting illness, and those who matter to them, will be supported with the care and compassion they need.

Mission Statement

- We will provide expert, holistic and specialist care of the highest standard for those living in our community with a life limiting illness, and their carers.
- For each individual, we will ensure compassionate care and support throughout their journey, recognising their individual choices.
- We will reach out and provide support for isolated groups, such as carers, cancer survivors, young people affected by a life limiting illness and those caring for people with dementia.
- We will work collaboratively with other health and social care professionals to ensure responsive, seamless care.
- We will invest in innovative models of care that will thrive and adapt to the changing needs of our community.
- We will provide training and support within our community to develop and enable good palliative and end of life care practice.
- We will engage with our community to shape, deliver and fund our care, continuing to provide volunteering and work experience opportunities for young people.



Clinical Services and Day Hospice

CQC

Our offer is unique and we are recognised widely for our exceptional care and provision of innovative services. During 2018/19 we had continued exposure and involvement as part of the Leadership and Management support network programme at The Kings Fund, London. We are immensely proud to receive such recognition for the impact of the work that we do on a day to day basis.

Our last CQC inspection was in April 2016, when the overall rating awarded to us was 'Good', with an 'Outstanding' rating for being well led. The Hospice has received many visits from other palliative care providers, wishing to experience first-hand our models of care.

Day Hospice

Our demand within Day Hospice reflects both the change in local demographics and our ongoing successful mission to raise awareness of The Shakespeare Hospice.

We are working hard to engage with our local communities to address the common apprehension when hearing the word 'hospice' during conversations. We strive to ensure that our offer reaches not only our patients but also their carers and those who matter to them. We believe that by doing this we are investing in our communities to provide greater confidence to



explore what our Hospice may be able to offer to them, in terms of support and our overall 'care model'. Our philosophy of care embraces not only the patient, but those family members and loved ones, who are providing the vital care and support for them on an ongoing basis.

Day Hospice is staffed by a multidisciplinary team, made up of Nurses, Healthcare Assistants, a Physiotherapist, an Occupational Therapist, Complementary Therapists, a Diversional Therapist, a Chaplain and our wonderfully compassionate and skilled volunteers.

Our days are structured according to our patients' needs. We have continued to run a late-night session on the second Wednesday of each month, to ensure equitable provision for those patients and carers who are unable to attend during the day, due to work or other commitments.

**Being his carer
I was only free to attend for
a few hours, but I was treated
with so much kindness.**

About Us

- In 2018-2019 we cared for over 1000 patients and their families
- It costs £2.4 million a year to run the Hospice
- We will receive 11% towards our funding from the NHS in 2019/20
- We need to raise over £2 million from our local community
- Approximately 350 volunteers support us in our work

Day Hospice visits



203 referrals

2,169 attendances

This year we were privileged to have received generous support from the Rigby Foundation, enabling us to work collaboratively with the Psychology Department at Warwick University and South Warwickshire Foundation Trust (SWFT), to develop and provide a bespoke, rehabilitation course entitled What Matters. The course is pioneering in terms of its therapeutic offer, aimed to support people in their rehabilitation following diagnosis and treatment, with a specific focus on the uptake of, or returning to, vocational activity. The team successfully delivered this course to three separate patient groups over the year. The learnings have been evaluated and we will be presenting this nationally. In conjunction with Warwick University we are exploring the potential benefits of a more formal research study.

Physiotherapy and Occupational Therapy

Palliative rehabilitation is an important part of our Day Hospice care, helping people remain as independent as possible and in control of their own lives, despite their advancing illness. Our Physiotherapist and Occupational Therapist provide strategies that can help to reduce symptoms such as pain and breathlessness. The team will provide a professional assessment, followed by a care plan with appropriate goal setting. Many patients attend gym sessions, Mindfulness and Tai Chi sessions, as well as receiving specialist input from our team to maximise their independence, social participation and quality of life.

Diversional Therapy

We ensure that all patients have an opportunity,



if they wish, to be involved in exploring their creativity. The ability to participate in creative activities such as painting, flower arranging, gardening and memory box making enables individuals to gain confidence, whilst building upon and learning skills they might never have known that they had. Many patients attending Day Hospice have benefited from being able to explore their feelings and experiences in a creative context. This year we also took part in the national Dying Matters week campaign entitled 'What Can You Do?' As part of this awareness week, within Day Hospice, we provided creative sessions such as 'Play Lists for Life', 'bunting making' and 'Coffee, Cake and Chat' (based on the Death Café model). Our patients and their carers were all very enthusiastic about participating in this national awareness week and we look forward to expanding on this in the future.

Our Chaplain and Spiritual Care Team

Within the Hospice we have our Sanctuary where patients, carers and staff from all faiths or none can go to sit for quiet reflection. Many patients, their families and friends also find it helpful to be able to talk to someone about their spiritual needs or concerns. Our Chaplain and Spiritual Care Team have time to listen and are experienced in supporting people who are affected by a life limiting illness or bereavement.



Support Groups

We continue to host support groups at the Hospice with a variety of our local network members which include a fortnightly bereavement 'coffee club' led by Hospice volunteers, a Prostate Cancer Support Group and a Brain Tumour Support Group.

Visiting day on a
Thursday was one of the
highlights of (Mum's) week.

Complementary Therapy

We are fortunate to have a large team of complementary therapists, many of whom are volunteers and are fully trained and experienced within their discipline.

We offer patients and carers a range of treatments such as Reiki, Reflexology, Aromatherapy and Indian Head Massage. This year we have also been fortunate to extend our offer to provide mindfulness sessions and beauty therapies.

We were delighted to secure volunteer hours from a qualified beauty therapist who attends twice weekly, providing valuable treatments such as manicures and facials. These treatments are offered alongside conventional medicine to relieve symptoms, enhance wellbeing and aid relaxation.

I was made to feel good about myself and how I was progressing, which gave me the confidence to carry on, with positivity. I don't know what I would have done without you all.

72%
of patients &
carers chose to
receive a
complementary
therapy
1,562
treatments

Hospice at Home

The Hospice at Home service is a well-established 24/7 nursing service providing personal and nursing care alongside support and advice to patients within their own homes.

In December 2018 our service was showcased in a BBC Midlands Today news article, raising awareness about the work of The Shakespeare Hospice. It highlighted the valued support, care and therapies offered within the patients' own homes, by our unique Hospice at Home team.

I had to write to say how eternally grateful we are. You all did such an amazing job.

Our team of highly skilled Registered Nurses and Healthcare Assistants work with patients, their carers and loved ones to ensure that their wishes at the end of life are respected. The choice to be cared for at home within the familiarity of their own

surroundings, remains the preference for most people. In 2018/19 the team enabled 88% of patients to die in their preferred place. Our service shows consistent growth year on year and 2018/19 has continued this trend with an exponential growth in referrals by 20% compared to the previous year.

Our Hospice at Home service has successfully met this increasing demand within the last 12 months, supporting the NHS and giving patients more



choice for end of life care. This service provides invaluable support, reducing anxiety for patients, effective symptom control management and, in turn, enabling our patients, carers and loved ones to fulfil their wishes during their final days.

We continue to work closely with South Warwickshire Foundation Trust (SWFT) and our neighbouring hospice care providers to ensure that our patients receive care tailored to their individual needs.



Words cannot express how we are continually grateful for the Hospice at Home team who enabled him to spend his last days in his own home, surrounded by his family, his Labrador and visiting friends.

Adult Counselling

Responding to the bereavement needs of individuals before and after the death of someone close is an important part of our work.

Grief is a natural and normal process. Bereavement, and preparing for a bereavement, can be traumatic and the most significant life event that a person must face; often it is a life altering experience. Some people may benefit from support to understand and cope with these emotions.

Counselling provides a private and confidential

space to explore and make sense of thoughts, feelings and experiences without judgement from one of our trained counsellors or highly skilled bereavement support workers.

During 2018/19 the service received 126 new referrals, with an equal proportion for both pre- and post-bereavement support.

Working within the wider community is as vitally important as the one-to-one therapeutic sessions that we provide to individuals. We work hard to

create accessible services to those who may benefit from them. To do this we must ensure that our communities understand what, as a Hospice, we can offer through our counselling provision. The team participated in the 2018 National Grief Awareness week campaign, to help bring relevant conversations to the forefront, during a live radio interview on BBC Radio Coventry and Warwickshire. The response to this emotive and often difficult subject matter was very positive and we hope to take part in similar opportunities again in the future.



The counselling sessions offered me support and understanding through a period of significant changes in my life. The opportunity to reflect and analyse these changes in a very safe place enabled me to handle the changes with composure and dignity.

Children's Bereavement

Our Children's and Family Support Service supports children and teenagers aged 5 to 18, in making some sense of both illness and loss. Our service supports children who are not only bereaved due to a life limiting condition, but also those who have encountered a bereavement due to sudden unexpected circumstances. Children and young people are not always able to articulate their feelings verbally, therefore our highly skilled team help children to express themselves in whatever way is most appropriate to them, utilising a range of activities and therapies to do this.

We are grateful to BBC Children in Need for their generous support this year. Their 3-year grant has enabled us to meet the current growing demand, ensuring that all young people receive the input required, to support them through their journey. This year we were lucky enough to be selected to feature on the Children in Need campaign night in November. Together we produced a film, Sam's Story, which demonstrates the positive outcomes for Sam following the loss of his father, when accessing the services from our Hospice. This short film is a 'must watch' and available via our website.

For many children, who have been bereaved, or are encountering a family member with a life limiting illness, their grief will be an ongoing process and they will naturally encounter difficult times as they become older. Often a child will naturally decide when they feel our input is no longer required and we will take a step back. However, our doors are not

closed, and we ensure that every child feels safe and secure in the knowledge that they can self-refer back to our service at any time. It is important that both the children, young people and their families know that they can access the service as many times as they need to in the future.

We provide one-to-one sessions within the school environment, home setting or at our safe and friendly bespoke Children's Hub in Shotton. During 2018/19 we have focused upon making our services as accessible as possible to all on an ongoing basis. We successfully ran some trial group sessions at weekends, which we are now delighted to offer on a regular basis, due to the positive outcomes and feedback. The purpose of these groups is to enable young people to meet with others who may have had similar experiences

to themselves, by means of peer support. The group sessions have become an extension of our one-to-one provision. We continue to offer an annual residential trip to Hill End in Oxfordshire, where youngsters have the opportunity to enjoy many activities and challenges in a safe environment. We find that the ability to offer both one-to-one

and group sessions on a greater accessible basis means that we can be more responsive to our youngsters' needs. Similarly, we continue to offer a range of activities throughout the holidays for children who have previously used our services,



which allows them to maintain a link with the Hospice and people that they have previously met within group sessions. It's important to us that our young people know that we are here for them whenever they may need us.



Transitional Care

Our Transitional Care service supports young people, aged between 16 and 24, with a life limiting condition, to develop and extend their 'independence', as they move from children to adults' services. The service also supports their families and carers, who can access the range of services available at the Hospice.

This year has been challenging, with many changes to other local children's hospice providers. As a result, the demand upon our service continues to grow, having experienced a growth in referrals by 62% this year.

We have been working towards improving our young people's lives through collaboration with other organisations. Joint working has ensured a sharing of expertise, good practice and knowledge.

We have worked closely with other local hospices to ensure that those individuals living outside of our traditional geographical boundaries are receiving all that they are entitled to.

We continue to work closely within our wider multidisciplinary team networks, which include paediatricians from Birmingham Children's Hospital, the Acorns Hospice and specialist nursing colleagues from South Warwickshire Foundation Trust. Many of our referrals are from NHS Transition Nurses and Paediatric Community Teams who specialise in children with complex needs.

We are proud of our strong links with our local NHS providers and the positive outcomes that our collaborative approaches can bring for our communities.



Youth and Community Support Services - Young Carers, Work Experience, Volunteering & Young Ambassadors

Working in partnership with Warwickshire Young Carers we host weekly support groups, for children who have a caring role within our community. These sessions run during term time, after school and provide children with an opportunity, outside of their usual home environment, to simply be 'children'. During these sessions the children can play and engage in age appropriate activities, having fun socialising with other youngsters who may be in similar caring roles to themselves.

Student Ambassadors represent the Hospice within their school communities and act in an advisory capacity within the Hospice, particularly with our fundraising and marketing team, putting forward suggestions for ways of attracting more young people to our events. They also run their own event each year in the form of an annual Easter Egg Hunt

which helps to raise both awareness and important funds for the Hospice as well as providing an exciting event for local children.

In 2018 a group of 8 students from a local school completed a week-long work experience project with the fundraising department presenting to local companies about the opportunity to take part in the annual Dragon Boat Race. They also assisted with preparations for the Hospice Summer Fete.

In early 2019 we also supported a group of Media students from Stratford upon Avon College who made a short film about the Hospice. The students learnt a great deal from their experience, and it was a pleasure working with them.

Furthermore, we support students to volunteer

throughout the year in all of our departments and each year we celebrate their contribution to the Hospice at an event to say thank you for all their hard work. Tim Cox, Warwickshire's Lord Lieutenant, presented certificates at the 2018 event, recognising our students' long-term commitment.



Human Resources and Support Services

Human Resources and Support Services are integral to the running of the Hospice and these services include Volunteering, Facilities and the Kitchen team.

Our Facilities and Kitchen teams are always working behind the scenes to ensure the Hospice is maintained to a high standard, and that we continue to increase our reputation for our quality food service. The kitchen maintained their 5* rating from the Council for another year.

Our Staff and Volunteer Survey in 2018 showed that 84% of respondents considered that they are always or often enthusiastic about their jobs/roles. This survey also identified that 11% of respondents feel we could improve how we share new information, which we are addressing in 2019/20.

Our Volunteer workforce is our largest workforce, supporting the Hospice with over 324 volunteers in over 26 different roles.

For many, volunteering has a great impact upon their personal lives. At the Hospice we want to raise the profile of volunteering and help more people to experience and understand the benefits that volunteering could have for them. The Hospice will continue to champion volunteering and we hope to increase our volunteer numbers, in what will be a challenging year ahead.



Income Generation – Retail

In preparation for the next 3-year strategic plan, we carried out a review of the overall efficiency and cost effectiveness of our retail operations in 2018/19. As a result, we closed our Moreton-in-Marsh furniture shop in March 2019 and the furniture shops in Stratford upon Avon and Kenilworth have been re-merchandised with a wider product range, to include homeware, bric-a-brac and clothing. We successfully introduced our first Donation Station, providing a convenient drop-off point for the public, at our Avenue Farm shop in Stratford upon Avon.

We were delighted that our bookshop in Stratford upon Avon was voted 'Best Bookshop' by the public, against strong competition, including Waterstones. Our annual Fashion Show and Designer Sale days at our Henley-in-Arden store also continue to be a great success.

The overall income from our retail operations increased by 13% in 2018/19, with our high street shops performing particularly well. This result reflects improved trading and an enhanced product range. Our team of dedicated retail staff and volunteers have attracted customers with the imaginative use of the store and window space.



Income Generation – Fundraising



As recent media reports have highlighted, all hospices are facing a challenging economic climate and we are no exception. In a complex, challenging time for charities, fundraising is more important than ever.

Against this difficult landscape, however, we have enjoyed many successes during 2018/19 and are hugely grateful to all our supporters.

The implementation of our new fundraising strategy included a review of marketing materials and as a result, income from gift aid, has

increased by 76% on the previous year. The facility to make regular gifts online via our website was launched in summer 2018 and there is also now the opportunity to leave personal messages for in-memory online donations.

Our annual flagship Dragon Boat team race on the River Avon, generously sponsored by Western Power Distribution for the fifth consecutive year, was our best-supported event with 27 teams taking part raising a total of £37,000.

Our strategic plan to grow sustainable year-on-year funding is now embedded into our activities. We are expanding opportunities for new supporters to donate through more direct and digital channels with the aim of improving the fundraising experience to build long-term, rewarding relationships with our volunteers and donors.



Marketing / Social Media

Marketing continue to nurture and establish relationships with the local news media as well as our supporters and we continue to grow our yearly reach on all social media platforms.

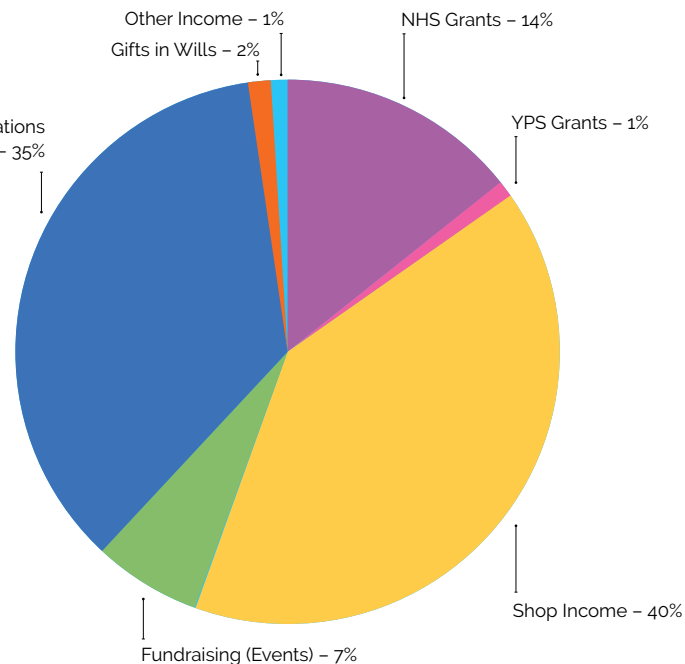
As part of Hospice UK Week, we joined up with Myton Hospices and Mary Ann Evans Hospice to create an infographic combining all our logos with #HeartMyHospice.

Financial Summary

For the year ended 31st March 2019

How it was raised

	Year Ended March 2019 £'000	Year Ended March 2018 £'000
● NHS Grants	284.7	197.4
● YPS Grants	21.8	41.2
● Shop Income	803.7	711.3
● Fundraising (Events)	127.7	60.0
● Fundraising (Donations and Other activities)	702.4	726.9
● Gifts in Wills	40.9	215.5
● Investment Income	1.3	-
● Other income	17.6	53.7
	2,000.1	2,006.0



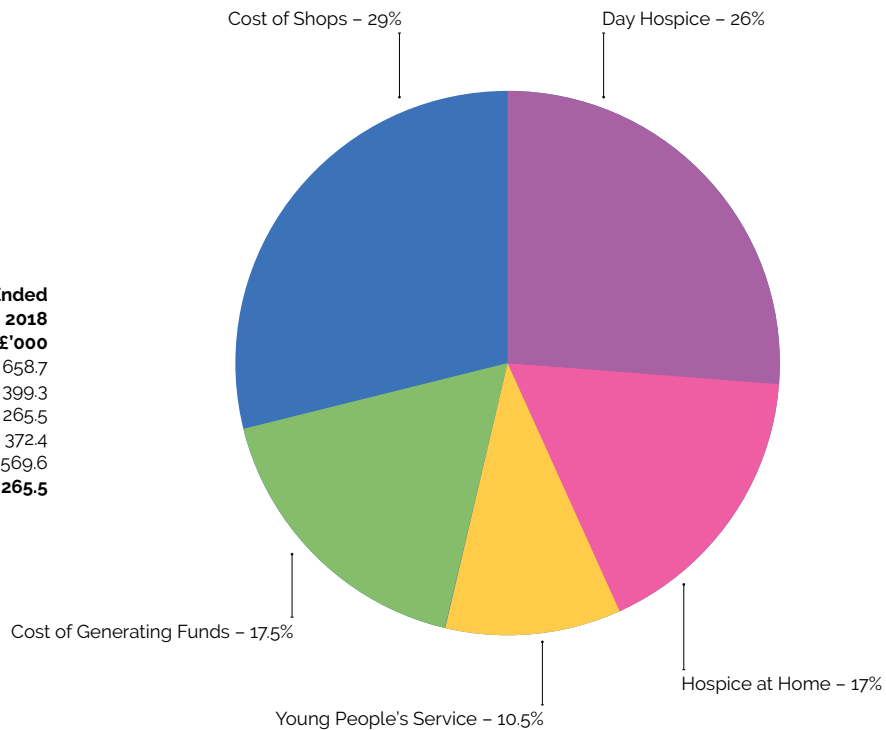
Trustees statement

These summarised financial statements may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information the full annual financial statements, the auditor's report on those financial statements and the trustees' annual report should be consulted; copies of which can be obtained from the Hospice at Church Lane, Shotton, Stratford upon Avon, Warwickshire CV37 9UL

What it costs

- Day Hospice
- Hospice at Home
- Young People's Service
- Cost of Generating Funds
- Cost of Shops

Year Ended March 2019	Year Ended March 2018
£'000	£'000
615.8	658.7
395.9	399.3
244.2	265.5
408.2	372.4
675.2	569.6
2,339.3	2,265.5



Thank you!

Please get in touch if you need our help and would like to find out more about the Hospice services.



01789 266852



enquiries@theshakespearehospice.org.uk



www.theshakespearehospice.org.uk

Want to Donate?

It is easy to make a donation to The Shakespeare Hospice in person, or by phone, post or online.



01789 266852



fundraising@theshakespearehospice.org.uk

Regular gifts to The Shakespeare Hospice provide funding that we can rely on.

If you'd like to make a regular online donation, please visit www.theshakespearehospice.org.uk/waystodonate to find out more.

For information about fundraising, volunteering opportunities and other ways to get involved, please contact us on the fundraising email address (above).

Please consider leaving a gift in your Will

By leaving a gift in your Will you can ensure we are there for you or your loved ones should you ever need us in the future.



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