



# The Shakespeare Hospice

## Impact Report 2022/23





# Introduction

**Welcome to The Shakespeare Hospice's Annual Review for 2022/23. It is a huge honour for me to write my first introduction as the newly appointed Chief Executive Officer.**

I would first like to pay tribute to my predecessor, Angie Arnold. The Hospice's exceptional reputation within the local community is largely thanks to Angie. My role has been made much easier thanks to the outstanding legacy she left behind during her 13 years as CEO.

It's also been wonderful meeting the incredible supporters of the Hospice, who have all been invaluable to the success and operations of the organisation. I have been astounded by the high standards of care, support and professionalism demonstrated by our staff and volunteers.

Since joining the Hospice in September 2022, my main focus has been on restoring the Hospice's clinical services, reviewing the governance and structures, and investing in our workforce and volunteers.



During this period, we have reset our Mission, Vision and Values and developed a 5-year clinical and organisational strategy. We worked with our staff and volunteers to ensure that our Mission, Vision, and Values are at the heart of everything we do and how we treat our patients, families, and each other. Our intention is to officially launch this at our 2023 Annual General meeting.

As well as this, we have also agreed organisational objectives, which will be shared and made meaningful for all staff.

We have also invested in our clinical and non-clinical services.

Following the implementation of our Electronic Patient Records System (EMIS), we now have data intelligence which helps inform organisational decisions.

We continue to collaborate with other services in the region. We have maintained our pilot Single Point of Access service for South Warwickshire in partnership with South Warwickshire Foundation Trust.

We are also part of Coventry and Warwickshire Hospices Working Together group which will review equitable access to palliative care services.

From a non-clinical perspective, we have invested in our retail premises, improving shop standards, customer experience, engagement, and stewardship, as well as introducing more new goods lines.

Plans have also begun for a new website for the Hospice, to be launched in July 2023.

With demand for our services increasing, we remain extremely grateful for the support of our local community who help us continue in our mission of supporting patients, loved ones and carers affected by a life-limiting condition.

I would like to finish by thanking our Chairman and the Board of Trustees for their ongoing support, dedication, responsiveness, Board overview and scrutiny. Throughout my time, they have provided confidence that all decisions are informed and made in the best interest of the patients, workforce and population that we serve.

## Tracey Sheridan

Chief Executive,  
The Shakespeare Hospice

# Who We Are

The Shakespeare Hospice offers a diverse range of community-based services. Our expert care is available not just to our patients but also their families, loved ones and those who matter the most to them.

We support over 1,000 patients and their loved ones every year.

## Adult Community Care Service (Day Hospice and Hospice at Home Services)

We provide palliative and end of life care to adult patients (aged 18+) who are registered with a GP in South Warwickshire.

The Day Hospice offers physical, emotional and practical support to those with a life-limiting condition.

Our Hospice at Home team provide experienced nursing care for patients approaching the end of their lives, who wish to remain at home, surrounded by those who are important to them.

## Therapy Services

As part of the Adult Community Care Service offer, our Occupational Therapy and Physiotherapy service aim to maximise a patient's independence, quality of life, and overall wellbeing.

## Adult Counselling

We support patients and their carers or loved ones who are affected by a life-limiting condition and individuals who have been bereaved.

## Children and Family Support Service (CAFSS)

We offer support to children and young people, who have either been bereaved or who are facing the loss of someone close to them that has a life-limiting illness.

## Transitional Care Service

We support young people aged 16-24 with a life-limiting condition to undertake a seamless transition from child to adult services.

# Adult Community Care Services (ACCS)



## Day Hospice

On-site activity at our Day Hospice gradually recommenced from Summer 2022, when national pandemic restrictions were reduced to a level considered safer for those with vulnerable health conditions to cautiously mix with others.

Between September and March, the range of opportunities that have been mobilised within the Day Hospice have been extensive and well-received. We are delivering therapeutic group sessions, individual nursing consultations, specialist clinics, support groups for carers and bereaved and creative therapy workshops with many more plans ahead as we move into 2023/24.

Our skilled and supportive volunteers have also been returning to Day Hospice,

providing much-needed hospitality care, creative therapy support and administrative support. As we continue to develop our services further, we will grow our staff and our volunteer workforce.

**Alongside our on site support we have also continued to provide virtual support to some patients, based on personal choice.**

# 936

SUPPORT SESSIONS

## Adult Community Care Services (ACCS)



### Hospice at Home

The Hospice at Home team has continued to deliver vital care and support services to palliative and end-of-life patients and their loved ones across South Warwickshire. Our team ensure that every individual is provided with the time, compassion and expert nursing and therapy support that they need.

In 2022/23 the service received 298 referrals, an average of 25 referrals each month, with patients receiving multiple visits from the team throughout the course of the day and their time with us.

**The team carried out 3,434 visits, with an additional 2,178 virtual support sessions.**

In addition a Single Point of Access facility for all Hospice at Home providers across South Warwickshire, for professionals to gain advice and make referrals, seven days a week.

**5,612** SUPPORT SESSIONS

“ We cannot speak too highly of the wonderful kind and sympathetic care given to [my wife] at the end of her life and the comfort and understanding provided to me and my family in our grief. Your nurses are "Angels".

Husband of a Hospice at Home patient

## Therapy Services

Our Therapy Services work alongside our Adult Community Care Services, holding an independent caseload whilst also supporting individuals known to Day Hospice and Hospice at Home. We have now enhanced our Therapy Services with the appointment of a part-time physiotherapist.

A key achievement during 2022/23 for our Therapy team was the introduction of an MND clinic.

**124**  
PATIENTS SUPPORTED

### Motor Neurone Disease (MND) Clinic

During 2022/23, the team worked collaboratively with the Motor Neurone Disease specialist nurse from University Hospitals Birmingham to set up a specialist nurse and therapy-led clinic. The clinic has gone from strength to strength and provides approximately 50 appointments over the course of the year, with a clinic held at the Day Hospice once a month.

Patients and their carers can attend for a full review, support and advice from the specialist nurse, the occupational therapist, the physiotherapist and advisors from the Motor Neurone Disease Association for social and personal matters (such as accessing support networks, financial advice, personal insurance advice and travel advice). As the service has evolved we have been able to progress further by strengthening the offer

through the collaboration with another local Hospice. This approach ensures that any individual with an MND diagnosis in South Warwickshire will receive equitable care and support, regardless of their postcode.

With the success of this model, work is underway to see if this could be replicated in other areas such as Parkinson's disease and heart failure.



“ I was completely overwhelmed at the support and kindness at the meeting from [the team]. You spent such a long time with me and provided me with information and support and answers to my numerous questions! After the devastating diagnosis I have received, it was so comforting to realise what support is available but far more importantly to me how it was delivered with honesty, compassion, kindness and in an informal style and humour when appropriate.

- MND patient

# Adult Counselling



**1,185** COUNSELLING SESSIONS

**Responding to the emotional and psychological needs of our patients, alongside the provision of pre and post-bereavement support to loved ones, is an important part of our care.**

Consultations remained as virtual sessions until the summer of 2022, when face-to-face opportunities were able to resume at the Hospice site.

In 2022/23, 141 new referrals were received and the team were able to offer 1,185 sessions in total.

We are delighted to have also resumed our Celebration of Life Services, holding a very successful event in March 2023 – the first one held since the pandemic.

**“** My counsellor has helped and continues to help me process and cope with what has been the hardest thing I've ever had to face.

- Claire



# Children and Family Support Service (CAFSS)

**Our Children and Family Support Service offers the opportunity for young people (and their carers) to engage with our team of experienced and qualified practitioners and counsellors. Our highly-skilled team help children when they are facing, or coming to terms with, the death of a loved one, supporting them to express themselves in whatever way is most appropriate, utilising a range of activities and therapies.**

During this period we have continued to increase the number of schools that we attend, supporting children across more than 25 schools in South Warwickshire. We have also built our relationships with key stakeholders in the local acute hospital, so as to encourage early referrals wherever possible.

64 new referrals were received during the reporting period, 31% were aged between 5 & 10 years of age and the remaining 69% were aged between 11 and 18 years of age. In total the team provided 679 support contacts.

**679** SUPPORT CONTACTS

**“** As a family we would not be where we are now if it were not for you especially seeing [our daughter] during the school day. Your sessions with her have allowed her to grieve the very sudden passing of her daddy and she has been able to open up and speak to you when she has not been able to with most other adults.”

Mother of a CAFSS patient

# Transitional Care

Our Transitional Care team have continued to support patients and their families with complex health and social care needs, to enable them to have a smooth transition to adult services.

The team support young people with life-limiting conditions between the ages of 16 to 24 to maximise their independence and live a life in accordance to their wishes, supporting them through a 'goals'-focused approach to achieve their desired outcomes.

The team have supported 17 young people and their families and carers during 2022/23, with a total of 221 support sessions provided by the team.

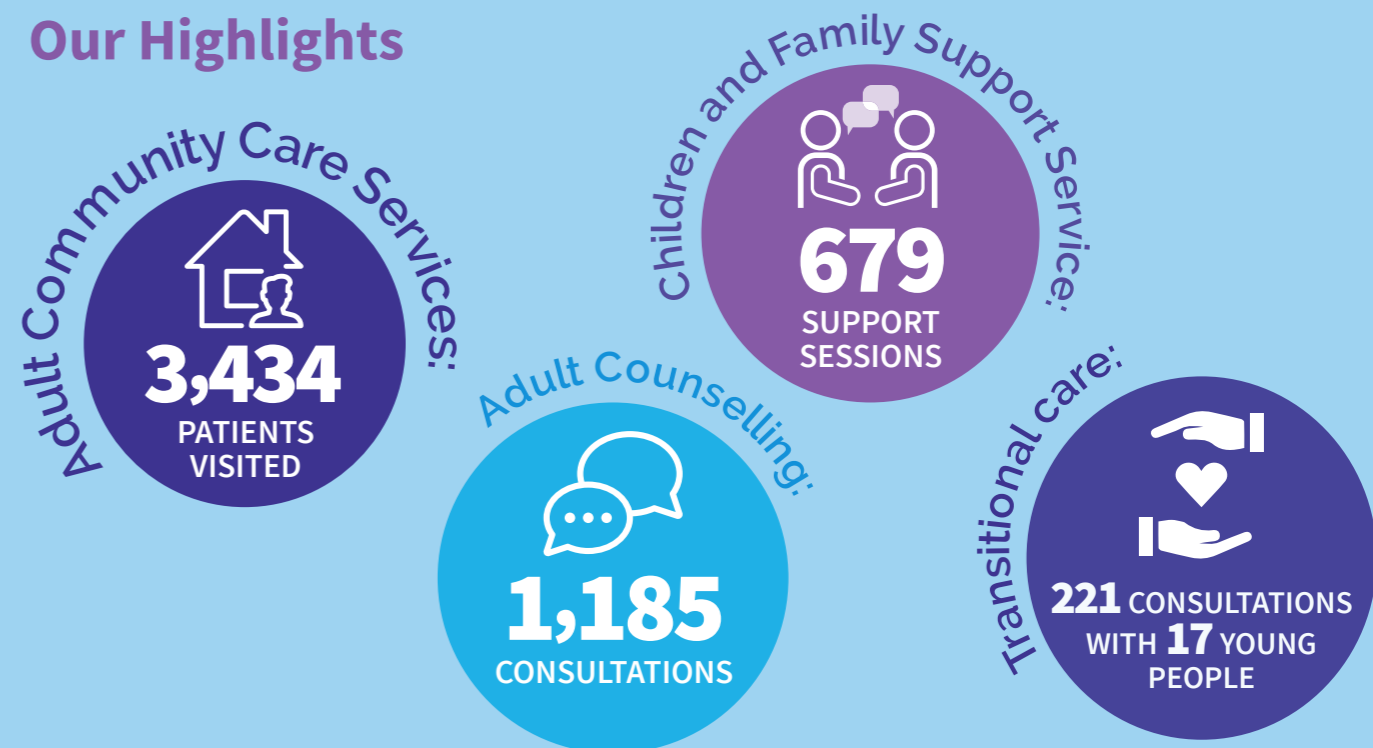
“ [We are] very happy with you at the centre. It has gone so well which makes me feel very relaxed and a lot more positive. I can see that the staff are really caring and friendly.

- Mother of a Transitional Care patient



**221** SUPPORT CONTACTS

## Our Highlights



## Achievements



Alongside the challenges of 2022/23, there have been some amazing achievements celebrated by the clinical team:



We commenced the restoration of Day Hospice activity at the Shottery site, intentionally retaining the 'single team' model (across Day Hospice and Hospice at Home) to provide a blended approach and continuity of care for our patients, who often move between services according to their changing needs.



We have employed a Lead Nurse for Care and Quality Improvement during this period, who is responsible for facilitating and coordinating a portfolio of quality improvement work/initiatives within the Hospice. They will continue to lead the organisation in the delivery of a comprehensive clinical quality, patient safety and governance programme. Their remit will also ensure that the department maintains high quality and standards of all clinical palliative and end of life care services, through robust monitoring mechanisms and continuous review of processes and procedures to facilitate clinical development.



We received a standard monitoring review with the Care Quality Commission in December 2022. We were delighted with the feedback received. Further information is available at [www.cqc.org.uk](http://www.cqc.org.uk).



We have embedded our Electronic Patient Records System, EMIS, which is now utilised across all of our clinical services. Within the first year we have recognised many advantages to having moved from manual paper-based notes to an electronic method, for our patients and staff alike, enhancing patient experience and quality of care.

# Fundraising

Following the disruption caused by the pandemic, we were able to enjoy a full year of fundraising events and activities during 2022/23.

The biggest highlight of the year was our “A Midsummer Night’s Dream” Ball at Ragley Hall in July 2022, which raised over £50,000.

The ball was originally due to take place in 2020 to celebrate the Hospice’s 21st anniversary, but was postponed because of Covid-19.

This year, we also introduced our new Shakespeare’s Way Walk. Over 20 supporters took part in the 21-mile walk to raise funds for the Hospice.



**Due to the death of Her Majesty the Queen in September, we had to postpone our annual Dragon Boat Race until October. Despite the postponement, the event attracted 17 teams and nearly 300 participants, raising £25,000 in the process. Our Open Water Swim, Shakespeare’s Way Walk and Light Up A Life events collectively raised over £15,000.**

The Hospice relies on the generosity of our community and supporters to raise the funds needed to provide our vital support services. Our supporters took on some amazing challenges to raise money throughout the year.



To celebrate the Platinum Jubilee, Broom Swim School hosted a “Swimathon”. 88 swimmers took part, covering a total of 2,317 lengths – the equivalent of 16.3 miles. The event raised nearly £3,000 for the Hospice.



In June 2022, Ian, Niall and Tom took part in a 70-mile ultramarathon across Hadrian’s Wall. They took on this challenge in memory of their colleague and friend, Mark, who died from a brain tumour in December 2021, aged just 46. Not only did they complete the race in an incredible 15 hours and 12 minutes, they raised an amazing £8,000 for the Hospice.



Stratford Rotary Club continued their unwavering support of the Hospice. Their annual Golf Day and Duck Race events brought in an amazing £6,700 for the Hospice.

# Retail

It has been a remarkable year for The Shakespeare Hospice's retail operations, with an 18% increase in retail income compared to the previous year. This outstanding achievement not only underpins the tireless dedication of the organisation's staff and volunteers but also speaks volumes about the unwavering support from the local community.



*giftaid it*  
**£80,634**  
 RAISED IN GIFT AID FROM RETAIL SALES

  
**62,231**  
 PAYMENT TRANSACTIONS IN OUR SHOPS AND ONLINE TRADING

  
**26,788**  
 BAGS DONATED BY GIFT AID DONORS

*giftaid it*  
**1,401**  
 DONORS SIGNED UP TO GIFT AID THEIR DONATIONS



**As well as selling a wide range of good quality preloved items, our Retail team have aimed to improve the customer experience by introducing a range of new goods for selling in-store. This has included stationery, garden products, shoe care accessories and wool.**

We have also enhanced our online retail experience, with the launch of the Hospice's Vinted account and our new online bookshop on AbeBooks.

Another key factor in our success has been the hosting of shop events out of hours and pop-up

shops at local community events. Our Designer Day event in Henley raised over £3,200 for the Hospice. We have also hosted thrift events at our Greenhill Street Shop and had presence at the annual Kenilworth Lions Show at Abbey Fields.

The next financial year will see us looking to further enhance the customer experience in store with the renovation of our high street shop in Alcester and our Bookshop. We also plan to open three new high street shops over the next three years. These new ventures promise to not only contribute to the Hospice's financial sustainability, but also to extend its reach and influence.

# Volunteering

**Our volunteers are a hugely valuable resource across all Hospice departments. We are incredibly grateful to every single volunteer who has given up their time to support the Hospice, whether that be in retail, clinical or fundraising.**



**“** I find the patients truly inspiring as they deal with their various problems. My aim is always to try to help them feel in a better place by the time they go home after their session at the Hospice.

Ileen Fisher, Clinical Volunteer



**“** Helping other staff members serving or sorting helps towards the Hospice being able to offer care to patients in need.

Brenda Pitt, Retail Volunteer

# Our Plans For The Future

As the needs of our communities continue to change, we recognise how important it is for the Hospice to be proactive and responsive to any new opportunities and challenges that may be presented. Equally, we believe that to serve our communities best, strengthening our collaboration within our local system and with local partners will be key to supporting the delivery of innovative models of care. Our next Five-Year Strategy for 2023 to 2028 supports this approach.

Our focus for 2023/24 is to prevent patients with a life-limiting illness from becoming unstable and returning to busy acute hospitals, whilst also ensuring that all those wishing to be cared for in their final months, weeks and days can do so with the confidence, care and compassion required. We know that the demand for services across the whole of health and care is increasing, against a backdrop of workforce and financial challenges, as well as a growth in local population. We will provide a continued focus on building strength and resilience within our workforce and developing our core offer.

We are keen to work on our admission prevention strategy, inviting patients into our health and wellbeing Day Hospice services, to work with them on strategies that allow them to remain at home, living well with their condition(s). We will work with patients and their loved ones to identify when their management plan is becoming unstable and ensure that they have the tips and techniques to stabilise, with the support of our Hospice team and the wider community.

We have achieved so much in 2022/23, and we will go on to further this in 2023/24, consolidating our new ways of working and strengthening and stabilising the foundations we have built.

Jo Poyner, Head of Clinical Services

# Trustees' Statement

For the year ended 31 March 2023, we are reporting a deficit of £253k. This compares to a surplus of £883k for the year before. This change from surplus to deficit was due to receiving significantly less legacy income, the end of COVID-19 related funding and increased costs across most departments, as we invested in restoring services, filling vacant posts and recruiting to new positions.

Overall, our income fell by £844k: legacy income was £715k lower than the previous year, reflecting the unpredictable and highly variable nature of this income stream. Reduced legacy income was partially offset by donations and events income, which increased by £29k and £73k respectively. Our income from charitable activities decreased by £356k, reflecting emergency COVID-19 funding ending in the prior year. Increased investment in our Hospice shops was rewarded by an increase in retail income of £122k. Our expenditure increased by £309k as we invested in rebuilding our Hospice services after COVID-19 and in our Fundraising and Retail teams.

**We are extremely grateful to all who support us financially during their lifetimes and through their Wills. Without this support, we would not be able to provide the excellent care outlined earlier in the review.**



Founded 1930



The February Foundation



MF Ellis Charitable Trust

Heide Doherty

Thomas J Horne Foundation

Seamus & Carol Halton



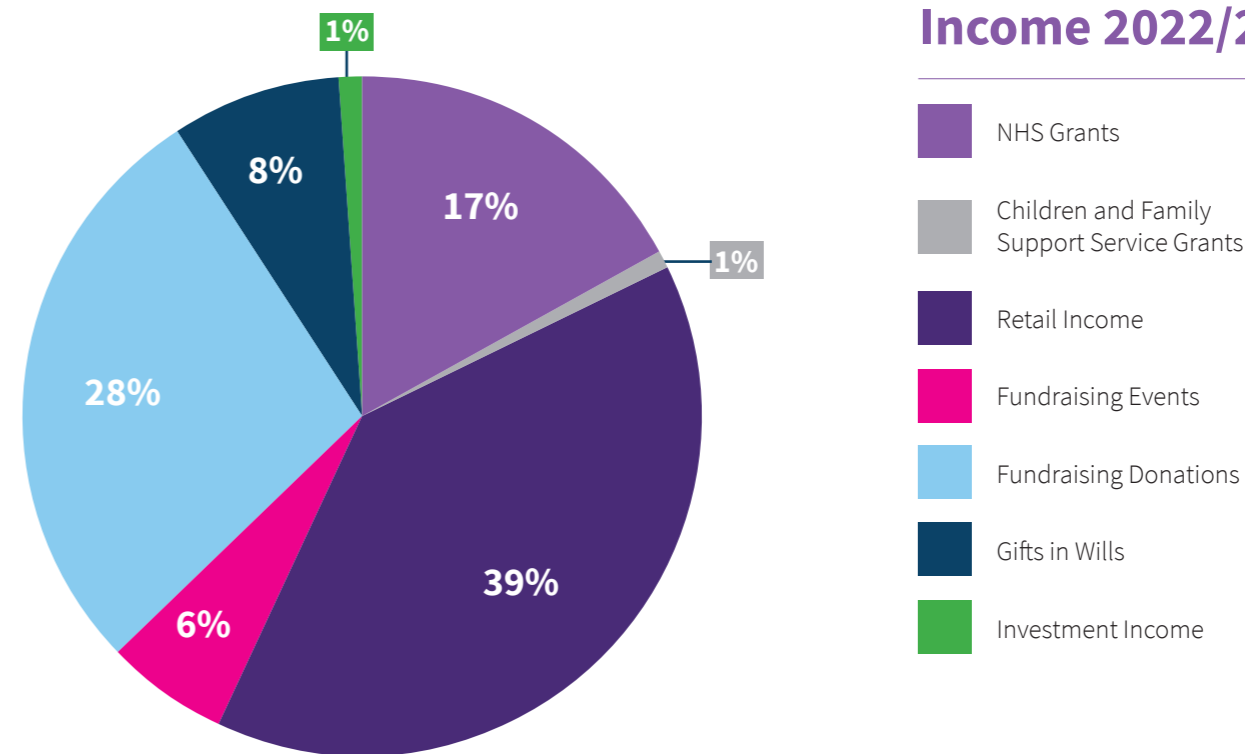
The Shakespeare Hospice Friends

The John And Mary Ann Foundation

# Financial Summary:

## Income 2022/23

	2022/23	2021/22
NHS Grants	£355,550	£336,089
NHS COVID Emergency Grant	£0	£241,830
Other Grants	£7,560	£83,895
Children and Family Support Service Grants	£26,856	£84,208
Retail Income	£807,105	£685,166
Fundraising Events	£119,613	£46,672
Fundraising Donations	£586,090	£557,162
Gifts in Wills	£155,156	£870,379
Investment Income	£24,453	£2,787
Other Income	£8,754	£26,524
<b>TOTAL</b>	<b>£2,091,137</b>	<b>£2,934,712</b>

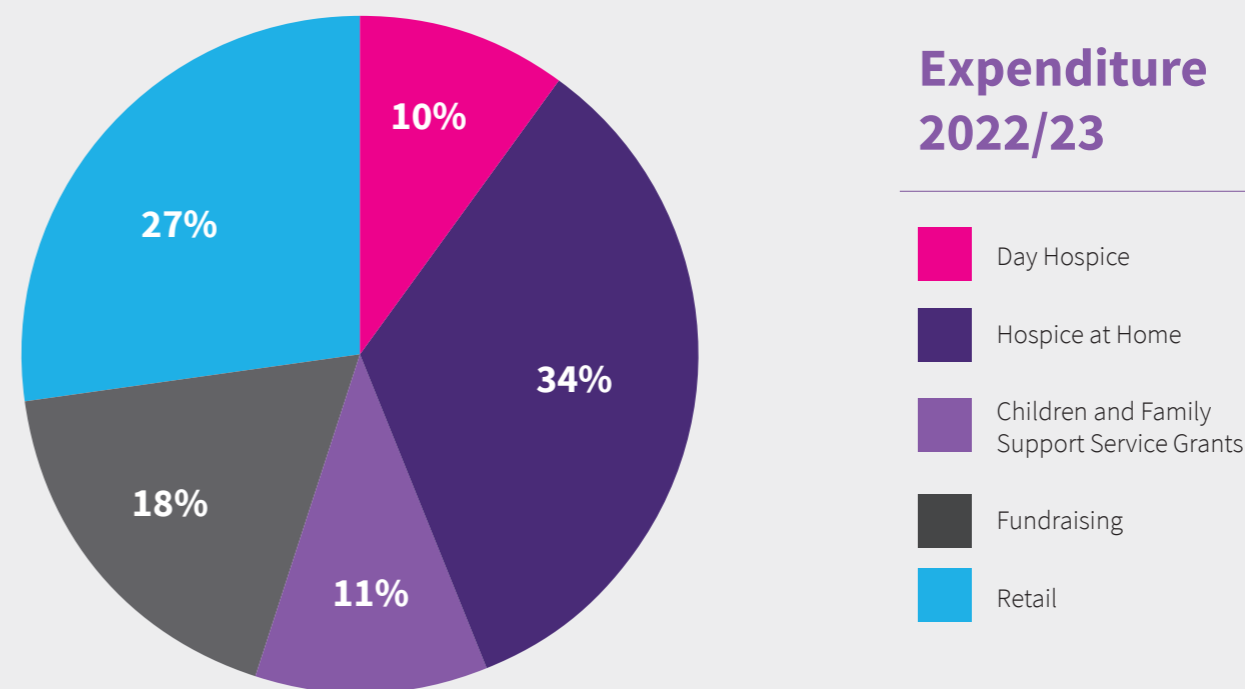


## Income 2022/23

- NHS Grants
- Children and Family Support Service Grants
- Retail Income
- Fundraising Events
- Fundraising Donations
- Gifts in Wills
- Investment Income

## Expenditure 2022/23

	2022/23	2021/22
Day Hospice	£233,526	£241,299
Hospice at Home	£804,860	£684,603
Children and Family Support Service Grants	£249,870	£200,426
Fundraising	£422,875	£332,281
Retail	£624,294	£567,900
<b>TOTAL</b>	<b>£2,335,425</b>	<b>£2,026,509</b>



## Expenditure 2022/23

- Day Hospice
- Hospice at Home
- Children and Family Support Service Grants
- Fundraising
- Retail

# Thank You!

Our services are available to everyone registered with a GP in South Warwickshire. For more information or to access our services please contact us.



01789 266852



enquiries@theshakespearehospice.org.uk



TheShakespeareHospice.org.uk

## Support The Shakespeare Hospice

We receive only 10% of our funding from the NHS and must raise the remaining 90% with the generous support of our local community.

By donating your time, money, or preloved items to our shops, you will be helping support patients and their loved ones in your community.

**For more information visit our website or contact the Fundraising team.**

Phone: 01789 266852

Email: fundraising@theshakespearehospice.org.uk

To donate online visit:  
TheShakespeareHospice.org.uk/support-us/donate

## Stay in touch



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