

# Impact Report 2020–21



# Revive and thrive

**“It was the best of times,  
it was the worst of times.”**

**Dickens – A Tale of Two Cities**

It would be easy to focus on the challenges of last year – keeping our patients, their families, staff and volunteers safe, maintaining social distancing, living through lockdowns, addressing funding concerns while continuing to provide exceptional personalised care to people in our community who are approaching death.

But faced with adversity, we chose innovation. We adapted our services and how we connect with our patients and their loved ones. Our staff and volunteers stepped up incredibly, despite the many challenges they faced. We worked more closely with the NHS and health and social care partners than we ever have before. We listened to our patients and their families as they shared with us their personal experience of care during the pandemic, and we started a review of our services in the autumn to identify our vision for a new model of care.



Delivering our new care model is an exciting opportunity for Dorothy House. It will enable us to use our staff and volunteer expertise in improved ways. While retaining the “best of what we do” and working collaboratively with local partners and commissioners, we will adapt to future need to ensure we are there for our communities, as much or as little as they need us.

While we strive to continue supporting our community, they support us, and more so than ever this year. Together, we can protect everyone’s right to a meaningful life and a peaceful death.



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**Wayne de Leeuw**  
Chief Executive

# Stepping up

With the onset of COVID-19, we modified our services swiftly so we could continue to support our patients and their loved ones. We supported the NHS directly including increasing our capacity by opening a temporary second ward at Winsley for ‘step down’ patients from our local acute hospital, and running an antibody testing centre.

As part of the NHS’s emergency planning, we worked collaboratively with our health and social care partners on key areas, such as capacity planning and discharge from hospital. We took part in “Gold Calls”, involving the leaders of major NHS service providers to ensure a joined up approach.

We have worked closely with NHS colleagues and fellow hospice providers as part of the B&NES, Swindon and Wiltshire (BSW) Partnership, now an integrated care system. With the majority of our geography in the BSW area, Dorothy House and neighbouring hospices have played a leading role in setting the future direction for palliative and end of life care locally.

*“Although this could have potentially been a very isolating experience due to COVID, all staff were wonderful in making me feel emotionally supported and not lonely at all, including anticipating any practical needs I might have.”*

iWantGreatCare (22 March 2021)

In the first wave of the pandemic (April-Sept 2020) we worked hard to stay in touch with the people who most needed our support. We made 45% more counselling calls (or visits, where necessary) to patients and their loved ones, and calls to our 24hr Advice Line increased by 36%<sup>1</sup>.



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Dorothy House has played a leading role in setting the future direction for palliative and end of life care locally

3,000

**In FY20/21 we cared for more than 3,000 people – patients, their families and carers**

<sup>1</sup> Q2 Trustee Impact Report – increase compared to same period FY19/20

# Changing practice

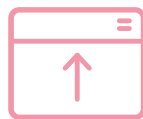
**COVID-19 has expedited changing practices at Dorothy House and demonstrated different ways in which we can provide care and support.**

## Adapting our services

Since 2020 people have been able to “self-refer” to Dorothy House and we adapted much of our support in light of COVID-19 restrictions. Our day services, once entirely face-to-face, have continued through regular nurse telephone calls to review symptoms/medication, online consultations, access to online group exercise sessions and outpatient appointments, or home visits as necessary.

During the pandemic, we have worked in partnership with local charity We Hear You (WHY) to co-host a friendly online social group – Coffee Connections – aimed at those affected directly or indirectly by cancer or a life-limiting illness.

32%



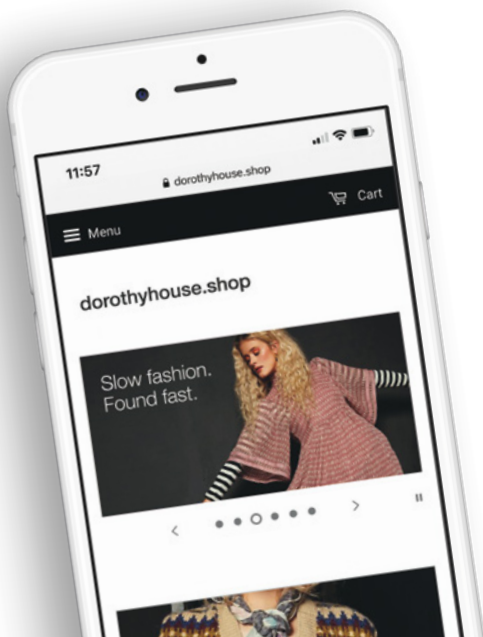
**We've seen a 32% increase in website users and 25-34 year olds are now our most engaged user group**

## Growing online

More than ever, our community needed online support provided through our website. We saw a 32% increase in website users (136,770 v. 103,476) and a shift in our top user age bracket from 45-54 in 2019/20 to 25-34. We designed a programme of webinars to support care home staff throughout the pandemic, which have now been viewed almost 600 times.

## Retail diversification

With our Retail shops closed, we launched our online retail clothing store [dorothyhouse.shop](https://dorothyhouse.shop) to expand our reach beyond our local high street and to provide continued trading through lockdown. Over the year we also saw a significant increase in online sales for Ubiety, our luxury body and home fragrance range



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With our retail shops closed, we launched our online retail clothing store - **[dorothyhouse.shop](https://dorothyhouse.shop)**





## Innovating fundraising...

### Community Fundraising

Embracing the circumstances, the Team created online challenges and events using innovative technology. Remarkably, income from fundraising challenges was up 56% on 2019/20.

### Get Elfie

We used QR technology to create a COVID-safe and sociable activity trail around Bath for supporters to complete in their own time.

### Light up a Life

We hosted a livestream of our Light up a Life services enabling supporters to come together. The community rallied making it the most successful ever, raising more than £70k for the Hospice.

# 16.8%

Over the year we saw a 16.8% increase in Fundraising income (excluding legacies)

## Volunteers adapting

Many of our volunteer-led services adapted quickly; new roles included:

- Community Helpers to assist patients with practical matters
- IT Facilitators to help patients and families access virtual services
- E-commerce Volunteers to support our online shop
- Volunteer Nurses to support the IPU

## Volunteer Companions

The pandemic made our patients and their loved ones more isolated than ever, so we swiftly adapted our Companions service to offer telephone befriending. This was deeply valued by our community; one patient said to her volunteer that their weekly calls “make me feel like I’m not alone and that someone cares for me.” We recruited new and existing volunteers to this team which doubled in size, from 30 to 60 volunteers.



# Looking forward

## Listening to our community

In light of the pandemic, we surveyed patients and their families who had used any of our services between July-October 2020 and received 218 completed questionnaires. In addition, we conducted in-depth interviews with 90 key internal and external stakeholders to inform the work of our Services Review and the development of a new model of care. To ensure we continue to put the needs of our users at the forefront, we are developing a new user group to test our thinking and planning on an ongoing basis.

## Research for the future

Dorothy House has developed its education and research capability significantly over the year, moving towards our aim of becoming a research-active organisation and further developing partnerships with key local organisations. This includes the University of the West of England, the Royal United Hospital Bath and Bristol Health Partners Chronic Pain Health Integration Team.

218 

We surveyed patients and their families who had used any of our services between July-October 2020 and received 218 completed questionnaires

82% 

In a recent local survey, when prompted, 82% of people were aware of Dorothy House. (July 2020 Turquoise Survey of 400 people within our area)



## Elastomeric Infusion Pump

Working innovatively with our partners, we introduced the use of a disposable, single-use elastomeric infusion pump to administer medications to palliative patients discharged home from the Hospice's Inpatient Unit. This helps ensure no interruption to medication and safeguards syringe driver supplies. Dorothy House has trained its clinical staff and Virgin community teams in this procedure and it is now being used routinely in patient care.

# In numbers

At the start of the pandemic, we moved quickly to shore up our finances in the face of an immediate decline in our Fundraising and Retail income, always maintaining our strong governance structures. With huge thanks to our community's continued generosity, local NHS commissioners and emergency funding from the Government, including a series of grants for loss of income via Hospice UK, the Job Retention Scheme and the Retail, Leisure and Hospitality Grant Fund, we stabilised our financial position.

## Emergency Appeal

Our community stepped up to help us in April 2020 when we launched an emergency appeal via email and post. We contacted 22,880 people, bringing in a total of £399,495.05.

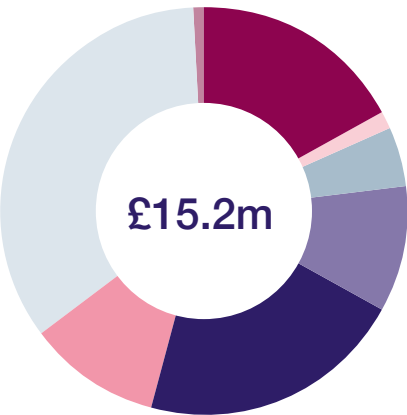
COVID-19  
**STEPPING  
UP  
SUPPORT**

**£399,495**

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## Income sources

Our income in FY20/21 was £15.2 million and came from NHS and education contracts, Fundraising, our Retail shops, legacies left in Wills and investments.



- NHS £2.6m
- Education & Research £0.2m
- Investments £0.8m
- Legacies £1.5m
- Fundraising £3.2m
- Retail £1.6m
- Gov Grant £5.2m
- Other £0.1m

## Phone

Switchboard: 01225 722 988

Fundraising: 01225 721 480

Clinical 24hr Advice Line: 0345 0130 555

## Online

[dorothyhouse.org.uk](http://dorothyhouse.org.uk)

[info@dorothyhouse-hospice.org.uk](mailto:info@dorothyhouse-hospice.org.uk)



## Post

Winsley, Bradford on Avon,  
Wiltshire, BA15 2LE



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