

# Impact Report

## 2022/23





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These achievements were only possible because of the incredible people who work and volunteer at the Hospice.

Wayne de Leeuw, CEO

# Welcome

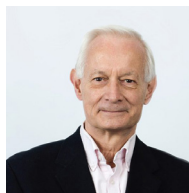


## Wayne de Leeuw, CEO

As we entered this past year we knew, building on the lessons learnt during the pandemic and seeing the impact of this 'once in a lifetime event' on our communities, that we would need to deliver more care, closer to where people live, in new and innovative ways. It is therefore a pleasure to report that at the end of an extremely productive year, we have cared for nearly 3,800 people, which is more than at any time in our history. We have also received the highest possible rating for the quality of our care from the Care Quality Commission (CQC) – 'Outstanding'!

These achievements were only possible because of the incredible people who work and volunteer at the Hospice. Our Board places huge value on developing our people as well as the care that we provide, with an emphasis on seeking new partnerships, extending our education, training and research, and innovation through technology and community development.

Whilst we celebrate a strong performance this year, we also know that the increasing need and complexity means there are more people who need our specialist care. We will continue to invest, seeking ways to be more efficient, digitally focused and collaborative to deliver our strategic mission - that everyone who needs it has access to outstanding palliative and end of life care.



## Stephen Taylor, Chair of Trustees

Having been a Trustee at Dorothy House since 2019, I was delighted to be appointed as Chair of Trustees last year. I have personal experience of the outstanding care Dorothy House offers its community, and I still firmly believe that Dorothy House is above all about human stories.

Here is one: One of our nurse specialists goes for the first time to the house of a retired council gardener, now near the end of his life. He is distressed, not for himself but for his niece, his only remaining relative, who to see him must take two buses and walk a mile. The nurse reviews his medication, makes him comfortable and helps him to eat. She arranges for a healthcare assistant to stay that night, for a volunteer to drive his niece for visits, and for a hospital bed and other equipment to be delivered the next day. She reassures him that he will now be able to stay in his own home, where he wishes to be, rather than go to hospital. She tells him she will come again shortly. He relaxes into sleep.

It is only with the support of our community that Dorothy House is able to provide this life-changing, compassionate care. I am proud to play a small role in helping the Hospice grow in the years ahead.

# Community support – a two way street

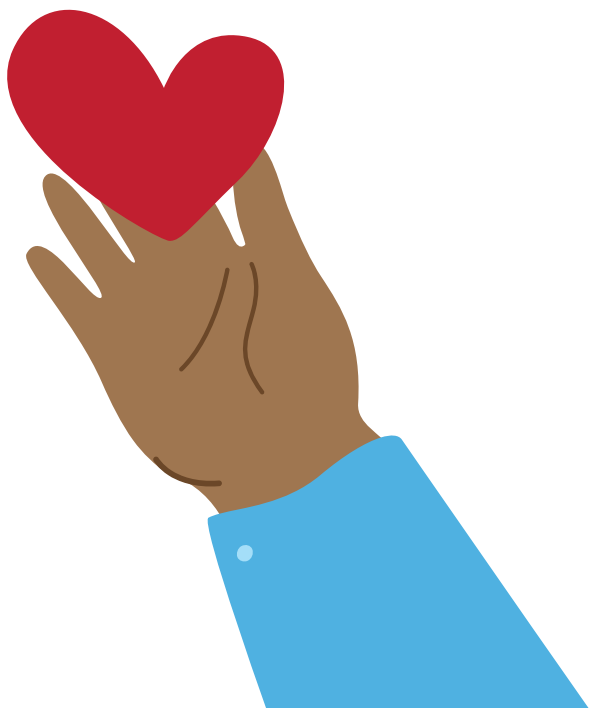
**The Dorothy House model of care builds on the principles of compassionate communities - a global movement of communities supporting those who have reached end of life, and their loved ones. We want to empower communities to care for each other, and then work alongside them to provide specialist care, when and where it is needed.**

We have worked closely with Royal United Hospital Bath (RUH) throughout the year, with our consultants visiting patients on their wards, our volunteer Compassionate Companions supporting people in their last hours of life at the hospital, and a new Joint Speciality Clinic helping people to access our support earlier in their diagnosis. We have also run a blood transfusion service at Winsley, offering patients this service closer to home, in a restful, calm setting.

We have developed and recruited to a new role – Community Engagement Volunteer Coordinators. These location-specific positions are designed to nurture relationships with our volunteers and communities, increasing our understanding of the strengths that already exist.

## Some examples include:

- Finding additional counselling and cost of living support for an attendee at a Bereavement Help Point
- Sourcing transport for a patient to attend a local over-60's group
- Finding social activities for a patient in Westbury
- A volunteer putting us in touch with a creative group to support a patient





While we support our community, they support us.  
We are funded by people from the communities we serve.

**Men's Walk to Support**

Raised £54,000 and created a space to enable men to open up about grief.



**Always Here Appeal**

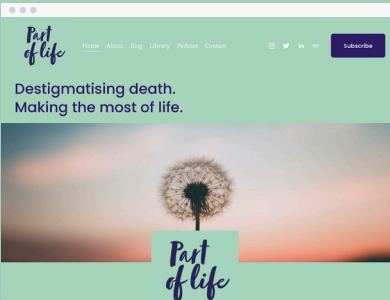
Raised £460,000 and opened up awareness of our services across new networks of people in our community.



**£500K**  
**36HRS**  
**DONATIONS**  
**DOUBLED**

**Part of Life Website**

Aims to fulfil our vision that death is a part of life, whilst offering our community resources to help destigmatise death and dying, creating a space for open and honest conversations.



**Retail shops**

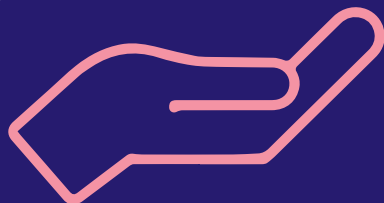
Raised £5.3m this year, whilst creating an important social hub and work experience opportunity for volunteers. 15 volunteers have moved into employment, several joining our own staff. 'Volunteering was a great way to meet new people and give back to the local community.' – Anthony Smith, previously a retail volunteer and recently appointed as a Sunday Deputy Manager.



## Our Hospice in numbers

# 2,846

patients cared for



# 936

family members and  
carers supported



# 30,896

hours of Hospice  
at Home care

# 252

people cared  
for in our  
Inpatient Unit



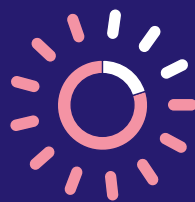
# 985

visits to  
Bereavement  
Help Points



# 18%

of our power  
provided  
by solar panels



# 5,190

psychological  
support sessions



# 300



training  
courses



# 33

research  
projects  
investigated



# 3,000

Instagram followers

# 132,822

visitors to  
our website



# 127,752

e-newsletters  
sent to supporters



**39** years... longest  
monthly-donor

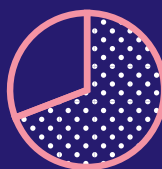


**£2.6m**  
left to the  
Hospice  
as gifts  
in Wills



**469**  
collection box sites  
in our community

**23,875**  
separate cash  
donations



**1,002**  
volunteers  
**442**  
staff

**1,386**  
supporters took  
part in community  
fundraising events



**27** retail  
outlets



**£5.3m**  
raised  
through  
our  
shops

# Community palliative care teams

**For the past three years we have been working towards five key priorities:**

1. Care for more people
2. Care for people closer to home
3. Support people earlier, through their last 1,000 days
4. Make access to our services simple, and accessible for everyone
5. Working with the existing community resources and the healthcare system

These aims fit in with the NHS intent to deliver integrated neighbourhood teams, and ensure we not only play our part, but lead this national objective in relation to joined up end of life care.

A key part of this was the development of 10 new geographically-focused 'Community Palliative Care Teams' (CPCTs), consisting of a mix of health professionals with complementary skills. We aimed to embed our care more deeply into each neighbourhood we serve to support patients at every stage of the palliative journey.

These community teams are now fully operational, supported by an easier referral process, multi-disciplinary meetings to ensure each patient has 'what matters to them' at the centre of their care, and data dashboards allowing sharing of best practice and efficiencies.

The teams are integrated with local GPs and District Nurses, ensuring better continuity of care. New nurse-led Community Palliative Care Clinics are running in community hospitals and GP surgeries across the patch, making access to our services easier than ever.

"My husband's Nurse Specialist, 'Sunshine Sarah' has proved the capability of getting the communication right. Doctors' surgeries, hospitals, pharmacists, consultants, she puts Dorothy House in the middle and enabled connections to all those hubs."

Wife of a patient, 2023.

## Our impact

Throughout the financial year, our CPCTs directly triaged and cared for **2,486 patients**. This is a **huge 34% increase** compared to FY21/22.

**90% of all patients are cared for by our community teams**, meaning significantly more patients now benefit from their care being localised – delivered in the place they choose to call home within their community.



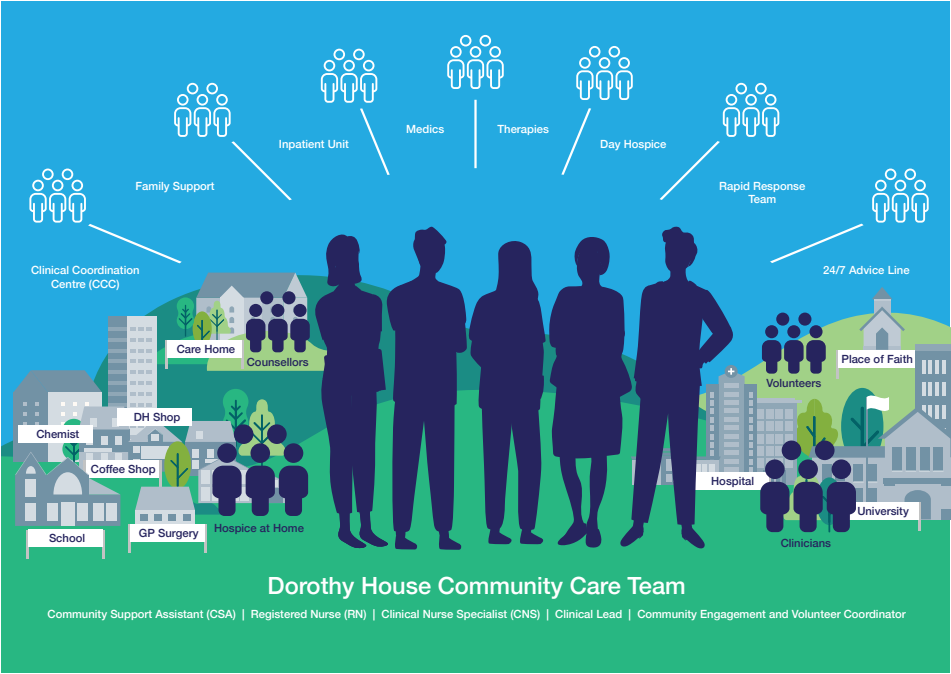


Diagram showing team structure



Community Care Team members

# What matters to you?

**The NHS is promoting a system-wide campaign to encourage all health and social care staff to move away from asking, “what is the matter with you?” to a mind set of “what matters to you?” We fully endorse the new “What Matters to You?” Charter, developed by the Royal College of General Practitioners’ End of Life Think Tank, to help drive these important conversations. This focus on person-centred, tailored care runs through everything we do.**

## New patient belongings bag

Previously, when a patient died at our Winsley Inpatient Unit, their loved ones used a plastic bag to take home their last possessions - items which may hold the deepest value to the families. Part-funded by the Norie Charitable Trust, in 2022 we engaged local, award winning artist Kate Bond, to design beautiful, sustainable property bags for these precious belongings.

Kate ran workshops with patients and staff from Dorothy House, intended to gather feedback on how the bags would be used.

“With a range of people connected to Dorothy House attending the workshop – nursing staff, domestic staff, bereaved family members, together with admin staff – I was able to gather useful feedback about the proposed bag, with thoughts on size, materials, and any ethical issues.”

Kate Bond



# “

**These bags will have a positive impact on patients and their families**

The theme of the bag was soon identified through these workshops as the beautiful grounds of the Hospice in Winsley. The plants, animals and sculptures (including our donated “Firefly” installation) in the gardens were used as inspiration, matched with gentle, subtle colours.

These beautiful, sustainable bags are made of 100% recyclable woven polyester and are washable. We believe that using these bags to take home final treasured possessions will have a positive impact on the families and loved ones of our patients by showing the value we place on every aspect of our care.

## Our Specialist Dietician

### Alex Rowles

I saw a patient in clinic who had been advised, during an earlier appointment elsewhere, to avoid chocolate due to the effect it might have on her symptoms. This had been difficult as she very much enjoyed chocolate and had not been able to have any over Christmas or Easter.

We talked it through, I explained the reason that this would have been suggested and how it related to her current situation. I reassured her that it was fine for her to have chocolate, as the priorities had changed and the most important thing now was for her to eat foods that she enjoys, particularly those that are high in calories.

Both she and her husband were thrilled. It was something that had meant a lot to them both and brought them pleasure. It was a real example of how small, personal things that bring a sense of normality can make a big difference.



## New Flexi-beds

Through our fundraising efforts, we are delighted to have purchased ten 'Flexi-beds' and new mattresses. These innovative beds do everything that a normal hospice bed does, but they also widen into a double bed at the touch of a button, allowing family members to be close to their loved ones. The power of touch is incredibly important, particularly when someone is nearing the end of their life, helping to reduce stress, relieve pain and help reinforce a family's bond.

This bed really benefitted a patient who was nearing the end of his life on our Inpatient Unit. The Healthcare Assistant caring for him noticed that his wife was leaning over the bed, trying to get near her husband. She asked, "Would you like me to extend the bed so you can be close?"

Within just a few minutes, the patient's bed had been extended and his wife was lying beside him, allowing them to hold each other, right up until the very end. It was a truly special moment. Following the patient's death, his wife told our team: "It made it so special to be so close to him. I'm so pleased my husband was here at Dorothy House."

It's moments like this that demonstrate just how much of a difference these beds can make, not only to patients approaching the end of their lives, but also for their loved ones.

# Sharing our knowledge



**We want to ensure that the very best care is available to everyone facing the end of life. That's why we provide education and development opportunities not only for our workforce, but for anyone in our community who comes into contact with bereavement, those at end of life, or requiring palliative care.**

“

**It has given me the confidence and reassurance to deliver Hospice at Home care**

Julia Harper, Hospice at Home carer

## **Tulip Standard, Essentials of Care**

We now provide a formal training course to our own care staff, and offer it to partner providers, such as local care homes staff. The Tulip Standard Essentials of Care incorporates the full remit of general care training as well as specific topics focussed on palliative and end of life care. Throughout FY2022/23 we delivered this 3-month programme to 55 members of staff, and 23 external delegates – helping to ensure a high standard of care across our community. A huge thank you to the donors who have joined our ‘Pioneer Fund’, helping to support the costs of delivering this training.

Julia Harper, Hospice at Home carer said, “I found the Tulip Standard training course so valuable, taking on-board all the information and knowledge from our dedicated team of trainers. It has given me the confidence and reassurance to deliver Hospice at Home care.”



### Spiritual Support

Our multi-faith Spiritual Support Team, made up mostly of volunteers, is an integral part of our holistic care and spiritual support is available for patients, families and loved ones. In 2022, we developed a free spiritual support training course for anyone supporting patients, carers, families and community members at the end of life. To date we have offered this training to funeral directors, crematorium staff, charity staff/volunteers and ministers.

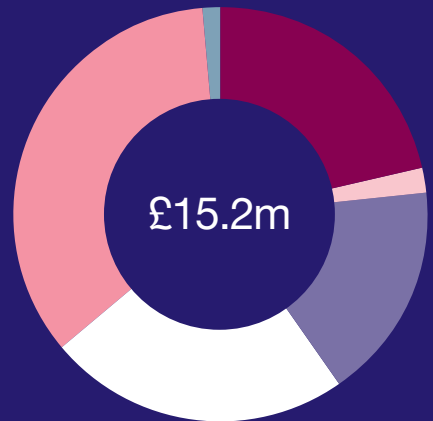
“The session affirmed my current professional practice and also highlighted areas where I feel I would benefit from further experience. There were some really helpful tips on language to employ, and this has encouraged me to explore this area further.”

Course attendee, December 2022



## Finances

Despite still feeling the impact of the pandemic, both our Fundraising and Retail teams exceeded their ambitious targets this year. Our income in FY22-23 was £15.2m, made up of NHS and education contracts, fundraising, our retail shops and legacies left in wills.



● NHS	£3.3m
● Education & Research	£0.3m
● Legacies	£2.6m
● Fundraising	£3.6m
● Retail	£5.3m
● Other	£0.2m
● Investments*	-£0.1m

\*not on chart

# Our Hospice in numbers continued

55

## **Creative Keepsake sessions with families**

"I personally found it hard at first, coming to the Hospice, as it brought everything to the surface, but in turn the creative keepsake session has helped us all process our loss that little bit more and given us all time to reflect together"

Wife of a patient, 2022

146

## **'iWantGreatCare' reviews with an average of 4.92/5 stars**

In March we were awarded the "iWantGreatCare" certificate of excellence for delivering outstanding care.

12,899

## **patient visits**

Up from 8,160 last year...

"Without the night carer for the last two weeks, we would not have coped as a family. Truly grateful for the lovely care my mum has received in her final days"

Daughter of a patient, 2023

28,705

## **patient phone calls**

Up from 18,523 last year.

2,543

## **nutritious meals served to patients with the help of 13 volunteers**

In December, we received a £500K legacy in a will from a patient. They cited the care and attention of the kitchen staff and the wonderful meals they received as a significant factor in leaving the Hospice such a large amount.

69

## **patients supported at new, nurse-led community clinics**

"The clinics are going from strength to strength. We are seeing more patients, earlier in their diagnosis which means we are able to offer support, advice and signpost to other Dorothy House or community services at the right time"

Amy Mee, Community Staff Nurse at Dorothy House





# Looking to the future

## Sustainable September

In 2022 we ran our first 'Sustainable September', a joint initiative between our Retail and Fundraising teams, and the 'Green Team', the aim being reducing the environmental impact of the Hospice. The month saw us adopting the hashtag #SustainableSeptember and activity designed to raise awareness and engage with a younger demographic, in the hope of driving footfall into our clothes stores.

We ran a social media campaign sharing curated 'looks' styled from our stores, and 'fast-fashion' facts. We worked with a local school to pilot a non-uniform day with an emphasis on wearing pre-loved clothes, and the retail team hosted our first warehouse sale (now a regular event) which helped divert from landfill.

This year we plan to build on these foundations, promoting a 'wear second hand' to work week, engaging with more local schools, running fashion show events and local in-store activities in our high street shops.



## Care spend and efficiency

We know we need to care for more people in order to fulfil our mission that everyone should have access to outstanding palliative and end of life care. At the end of FY22/23, we had spent 27% more on care than the previous financial year.

Next year we plan to spend even more. In order to maximise the use of this money we will increase our reach, but we must also concentrate on efficiency and effectiveness. The coming year will see us focus on 'digital first', harnessing technology to help our teams work smarter, and make access to our care easier and more equitable. We will also use the knowledge we have gathered this year, analysing our teams and creating transparent dashboards, to learn and make educated, data-driven decisions about how best to structure and deliver our care.

We will continue to collaborate with other care providers and focus on empowering our community. We will offer our specialist care and training when required, whilst recognising that giving others the tools to deliver outstanding care is the best way to future-proof the Hospice.

# “

Our teams are working together to reduce the environmental impact of the Hospice

## 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

## Dorothy House catchment area



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Thank you to all  
our supporters!



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