



St. Clare's Hospice

Annual Review

2015-2016

Your *local* independent hospice



Registered Charity Number: 1159481

Since 1987 St. Clare's Hospice has been providing care to the local community. Based in Jarrow in purpose-built facilities we offer specialist palliative care for adults who live south of the Tyne.

We provide a range of flexible services to patients and their families by following a holistic approach that aims to address not just the physical symptoms, but also spiritual and emotional needs too.

A word from our Chairman & Chief Executive

2015/16 has been a busy and challenging year for St Clare's and is the first in which the Charity has operated as a Charitable Incorporated Organisation (CIO).

During the year St Clare's has been successful in recruiting 7 new Trustees to strengthen the governance of the charity. The new Trustees come with a wealth of experience gained in a variety of different sectors

- Accountancy and Finance
- Nursing
- Operations management
- Retail
- Legal
- Charity and fundraising

When the new Board of Trustees was formed it was decided that three strategy groups would be initiated to review and improve existing policies, procedures and activities in order to formulate plans for the future of St Clare's. The groups would include trustees, management and staff.

The Retail Strategy Group were aware that our shops had been under-performing compared to previous years so has recommended employing shops' managers, recruiting more volunteers, initiating a "face lift" for all shops, developing a model shop and also updating our Cybertills. Obviously this will all come at a cost but the signs are that income has already increased and, thanks to the recruitment drive from retail management, shops' opening hours have significantly improved.

The Fundraising and Marketing Strategy Group have had a number of meetings to decide how best to approach different geographical areas for support to ensure we are not encroaching on projects already in the calendar of our Fundraising Team. Our action plan includes having

an already existing member of the team to take on the role of marketing which it is felt to be long overdue. We believe this will not only increase income but raise awareness of the excellent services on offer at St Clare's.

The Governance Strategy Group has spent much time examining Key Performance Indicators (KPI's) and reviewing the key governing documents of our charity to ensure they are fit for purpose.

Following the review of our retail business 2015/2016 there has been a significant change to our management arrangements.

We have:

- Recruited an experienced Retail Manager to take overall responsibility for our retail activities.
- Recruited one full time and one part-time Shop Manager to look after our larger stores.
- Recruited a part-time Ecommerce/Back Office Administrator to support Cybertill, Ecommerce and gift aid.

It is early days but these changes have enabled us to:

- Stem the decline in retail sales.
- Improve Ecommerce and Gift Aid income, compared to last year.
- Recruit, induct and train new volunteers.
- Reduce the number of days the shops have been closed due to staffing difficulties.
- Develop policy and procedures to ensure the better governance of the shops.



Despite a difficult financial climate, there has been a strong performance from our fundraising team who generated near £50k more than the previous year by introducing some new events such as an art show and a sportsman's dinner whilst maximising income from the more traditional activities such as the Great North Run and the Tyne Zip Slide. The growth in grant funding via Trusts has been particularly pleasing to see.

The past financial year has proved to be a difficult time for St. Clare's but we feel that with management, staff, volunteers and trustees all working together and, with the help of our much-appreciated supporters, we have overcome to a certain extent a lot of our difficulties. We look forward to the forthcoming year to continue the excellent services we offer to people in our community.

Enid Apsey
Chairman



David M Hall
Chief Executive





In-Patient Unit

The Hospice has 8 In-Patient beds, one of these beds being dedicated to respite. The respite bed on the In-Patient Unit has been well utilised this year, allowing the carer to have a well-earned break at the same time as their relative is being well cared for in a safe and friendly place. This facility is planned in advance, offering 1-2 weeks at a time with up to 6 weeks stay in the year.

Our patients are able to enjoy having access to the internet within the comfort of their rooms, we also have lap tops that they can use if they do not have one of their own, its a great way to keep in touch with friends and family anytime of the day or night



In-Patient Unit		
	No. of Admissions	Bed Occupancy
2015-2016	138	65%
2014-2015	147	63%
2013-2014	180	68%
2012-2013	170	65%
2011-2012	157	72%

Day Care and Out-Patients

We welcomed 58 new guests over the past year to our day unit all of whom have life limiting conditions. Our aim is to provide holistic care and we do this by assessing the 'whole person' which takes into account the emotional, psychological, spiritual as well as physical needs. We plan how we can meet with these needs by accessing a multitude of support which may involve:

- Hospice doctors, nursing staff, Complementary Therapy.
- Physiotherapy, Lymphoedema support, Befriending services.
- Counselling support, Social Worker and Occupational Therapy input.

We are hoping to re-establish the Out-Patient clinic again in the near future now that there is a Consultant in Palliative Care.

In the next year the Day Care Unit will be taking the opportunity to review its current services and plan for any changes that will benefit our Day Care 'Guests' in the future.

Day Care		
	No. of New Patients	No. of Attendances
2015-2016	58	2,082
2014-2015	75	2,873
2013-2014	65	3,058
2012-2013	62	3,067
2011-2012	77	3,875



Additional Clinical Services

The hospice has two Lymphoedema clinics, one based at the hospice and the other in Cleadon Park Primary Care Centre, South Shields. This service provides assessment and treatment for patients with mild uncomplicated Lymphoedema through to complex and highly complicated cases. This service is currently under review.

Our Physiotherapy service is available over 4 days per week and provides treatment to In-Patients and Day Care but also has out-patient and outreach services to community patients. Physiotherapy plays an important role in patient pain and symptom management and includes treatments such as:

- Fatigue management
- Cognitive Behavioural Therapy (CBT)
- Rehabilitation
- Exercise programmes
- Acupuncture

Daily circuit classes within the hospice gym have continued throughout the year and have been attended by Day Care guests and out patients. Feedback from those using the regular timetabled programme continues to lead to much improvement in physical and psychological health. The positive living and fatigue management courses continue to be offered three times a year, providing advice and support in managing debilitating

symptoms. In the next year we plan to introduce 'The Walking for Health Programme' in conjunction with Macmillan.

Lymphoedema Clinic		
	No. of New Patients	No. of Treatments
2015-2016	75	387
2014-2015	82	459
2013-2014	99	604
2012-2013	111	556
2011-2012	91	512

Physiotherapy		
	No. of New Patients	No. of Treatments
2015-2016	134	541
2014-2015	148	566
2013-2014	209	765
2012-2013	108	311
2011-2012	162	724



Bereavement Counselling

The Bereavement Counselling Team consists of fully qualified professional counsellors as well as counsellors in training. The Counselling Team is based at the hospice in Jarrow and Cleadon Park Primary Care Centre in South Shields. The Counselling service offers one-to-one counselling sessions for anyone going through grief and bereavement issues both typical and complex. St Clare's provides a safe and confidential environment where clients are able to feel fully supported.

Befriending Service

St Clare's Befriending Service is now almost at the end of its second year, offering support and friendship to those affected by life limiting illnesses and who are socially isolated. Our team of volunteers have all been fully trained in order for them to carry out their roles. Feedback from patients using the Befriending Service has been positive and a clear reflection of how the service is benefitting St Clare's Day Care patients.

The Befriending volunteers have also expressed their appreciation of being able to continue supporting their clients. We hope to expand the Befriending Service by recruiting more volunteers and reach out to other patients needing support.



Objectives Completed in 2015-2016

- We regularly monitored our bed occupancy figures and completed a benchmarking exercise with 4 other local Hospices.
- We have appointed a new Lymphodema Nurse.
- We have recruited two new Hospice Physicians to complete our medical team.
- We now have access to a Palliative Care Consultant from our newly appointed Doctors who job share this post.
- After a restructure of the Fundraising Team we have appointed a new Fundraiser. We now have 2 Fundraisers who look after our Corporate and Community fundraising.
- We have introduced new events such as a sportsmans dinner and art show.
- We welcomed almost 300 people to our second Rainbow Dash sponsored fun run.
- We launched our website which featured a range of new functions including online referrals for the Clinical team and event registrations for the Fundraising team.
- We have improved the security arrangements of a number of our retail stores.
- A new shop manual has been developed and will be rolled out to all of our stores during 2016/17.

Volunteering

Last year we reported that we were strengthening our links with the community to help attract new volunteers to St. Clare's and we are pleased to report that through our initiatives we have successfully recruited a number of new volunteers during this year. We work closely with a variety of organisations, including the Department for Work and Pensions who regularly provide us with volunteers to help out for a day. We also work with local Job Centres, schools and colleges who look to us to provide work experience and volunteering opportunities for job seekers, students and young people.

Compared to last year, our volunteer turnover has reduced and as a result we are still struggling to recruit sufficient volunteers for our retail operation as over 75% of our volunteer workforce is needed for this area.

Other areas of volunteering have gone from strength to strength with our gardening team of volunteers now increased to three and all school holidays completely filled throughout the year in Day Care, with young people aspiring to a career in medicine seeking their first experience in a Hospice environment.

Overall we have an excellent team of loyal volunteers who tirelessly give up their time to a much needed and worthy cause, thank you never seems enough to say we will write it in bold and say it again **THANK YOU** to each and every one of you!



Growing Our Services

St. Clare's Hospice is a Specialist Palliative Care Unit that delivers a range of services to our patients and their families. These services include In-Patient care, Day Hospice, Lymphoedema, Physiotherapy, Chaplaincy, Complementary Therapies and Respite care.

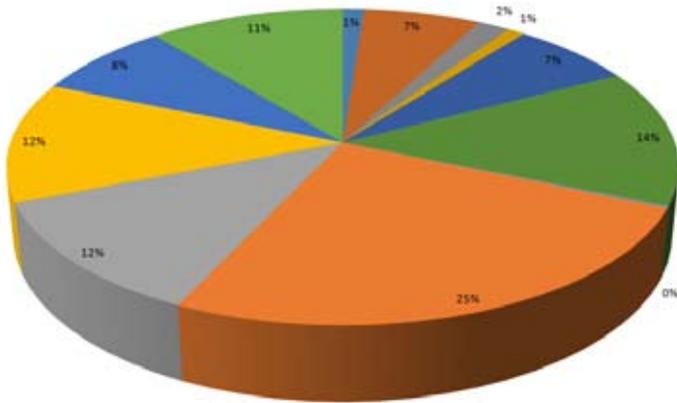
In 2015-2016 the hospice has:

- Continued to develop the Befriending Service.
- Developed a consultant led ward round enabling patients and their families to become more involved in decision making.
- St. Clare's have representation with South Tyneside Dementia Alliance.
- The clinical team work closely with other charities including Macmillan and Age UK.
- St. Clare's Hospice is currently working towards Investors in People Accreditation.



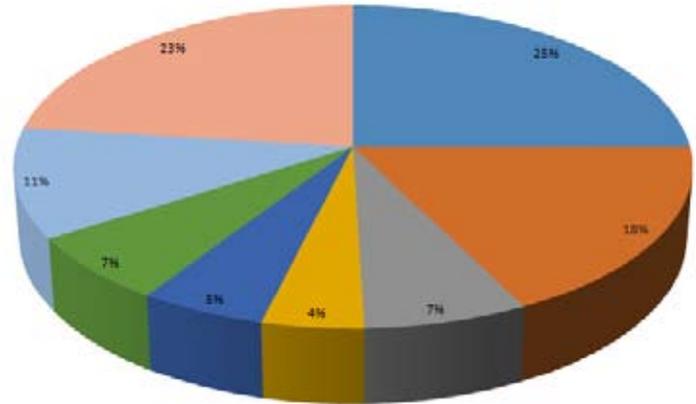
Sources of Funding

**Trading Income (Inc. Lottery)
(£380,142)**



- Ecommerce + Misc
- Rag Sales
- Magistrates Court
- Reception
- Stanhope Road
- Prince Edward Road
- Low Fell
- Jarrow
- Horsley Hill
- Frederick Street
- Fowler Street
- Lottery

**Fundraising Income
(£222,441)***



- Sponsored events
- Community Activities
- Gift Aid
- Collection Tins
- Regular Giving
- Corporate
- Campaigns
- Other

*In addition to the income sources listed above, the Fundraising Team is responsible for marketing and PR for the Hospice including social media and the maintenance of the website. The team also makes applications for Grants and Trust Funding for both running costs and capital expenditure. They are also responsible for general donations, in-memory fundraising and legacies- which are reported separately in this review

Financial Review

Having made a loss in the previous financial year, the charity has successfully raised more money this year, with incoming resources being £337,000 higher than last year, thanks to the efforts of our fundraising department. This was mainly due to legacies which are up £244,000 from last year. Savings in costs of raising funds were made, mainly due to retail activities where procedures have been developed to improve cost control and customer service, and stores can now open longer. Retail increased its gross profit margin from 85% to 92%, to gift over £85,000 to the hospice.

Charity activity costs increased, mainly because of the need to cover for absent staff where such temporary costs are higher than those normally incurred. The effect overall within the charity group, is that net cash income was positive but a loss (£78,000) was recorded when accounting adjustments such as depreciation are taken into account.

Reserves stand at £1.1 million, representing approximately half a year's expenditure. The trustees consider that at this level it will be able to continue its activities should there be a sudden drop in income, with time enough to raise additional funds. These reserves are held in the form of working capital and investments. The investments are easily convertible into cash and the gains they have made so far are greater than would otherwise have been obtained had they been held in time deposits in a bank.

They do however represent an element of risk, so the trustees continue to monitor this, in conjunction with the returns they are receiving and the charities expenditure, to decide on the level of investment. The financial figures are now reported under new rules by the accounting profession and required in law. This is Financial Reporting Standard 102. Readers may therefore detect slight changes in last year's comparative accounting figures, reported in this year's accounts, and compared to last years reported results.

The main effect of this, is that the investments we have must now be reported at market value (even though the investments may not have sold), whereas last year they were reported at cost. Gains or losses in this value are reported in the income statement.

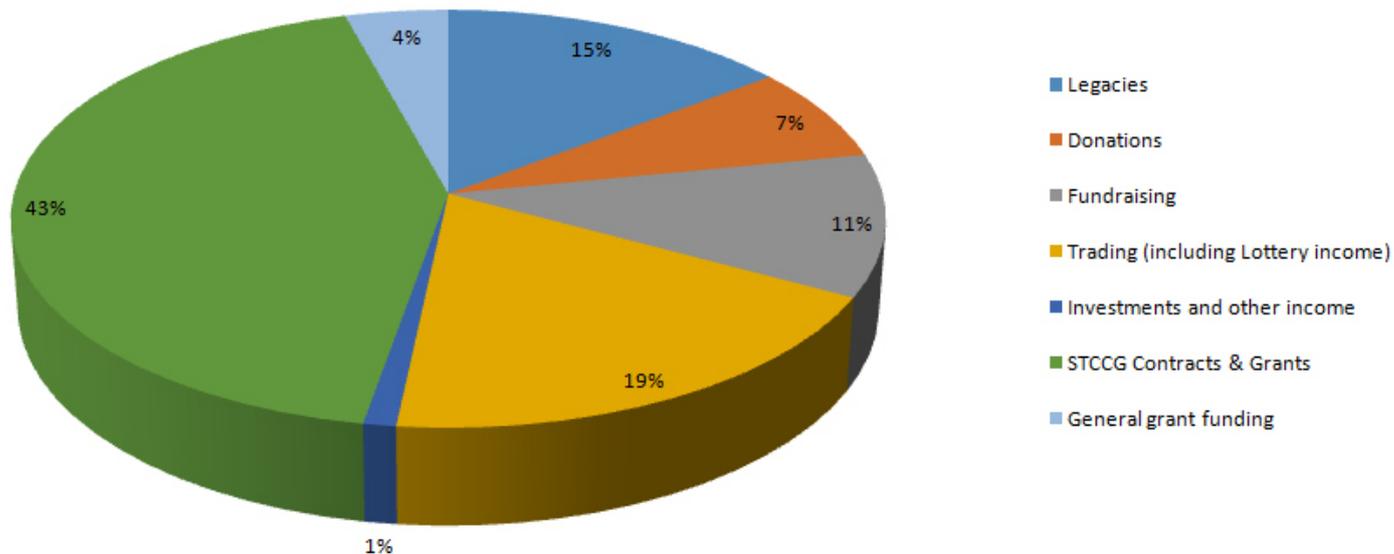
The trustees are continuing to look for ways to improve the financial results of the charity.

Summarised Financial Statement

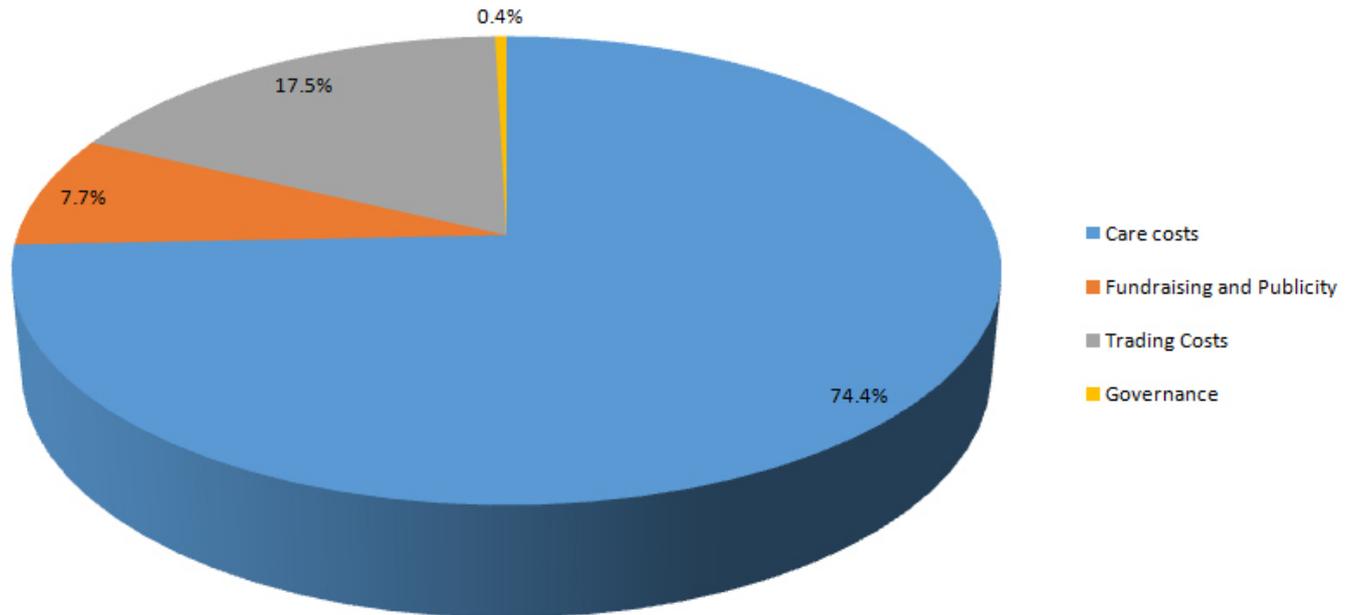
Income and Expenditure for the Year Ended 31st March 2015

Income	2016	2015
Legacies	£295,093	£50,305
Donations	£148,097	£119,875
Fundraising	£222,441	£207,362
Trading (including lottery income)	£380,143	£422,923
Investments and other income	£21,921	£24,105
STCCG contracts & grants	£869,153	£793,537
General grant funding	£86,451	£67,989
Total Income	£2,023,299	£1,686,096
Expenditure		
Care costs	£1,481,931	£1,540,538
Fundraising and publicity	£154,135	£151,317
Trading costs	£348,417	£233,238
Governance	£8,629	£19,433
Total Expenditure	£1,993,112	£1,944,526
Trading Surplus/(Deficit) for the year	£30,187	-£258,430
Accounting Adjustments to comply with UK GAAP	-£79,430	-£78,106
FRS102 adjustments to Fair Value	-£29,139	£27,752
Net Movement in Funds	-£78,382	-£308,784

Income



Expenditure



Trustees Statement

The accounts included in this report are not the full statutory accounts of St. Clares Hospice but rather a summary of information relating to both the full Statement of Financial Activities and the Balance Sheet. These may be found in the full Annual Financial Statements which are available on request from the St. Clare's Hospice office.

The full annual accounts were approved by the trustees on the 4th October 2016 and have been audited by St. Clare's Hospice independent auditors, Quantum Accountancy Services Ltd, who have produced an unqualified report. In accordance with our charitable obligations, the Annual Report and accounts will be submitted to the Charity Commission in due course.

Signed on behalf of the trustees by



Name of signatory	Mrs E Apsey
Position	Chairman
Date	4th October 2016

Summarised Financial Statements

We have examined the summarised financial statements of St. Clares Hospice for the year ended 31st March 2016 set out on page 16.

Respective responsibilities of the trustees and the auditor

The trustees are responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law and the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements within the Annual Review with the full annual financial statements and the Trustees' Annual Report. We also read the other information contained in the summarised Annual Review and consider the implications for our report if we become aware if any apparent misstatements or material inconsistencies with the summarised financial statements. The other information comprises only the Annual Review.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board.

Opinion

In our opinion the summarised financial statements are consistent with the full annual financial statements and the Trustees' Annual Report of St. Clares Hospice for the year ended 31st March 2016.

Quantum Accountancy Services Ltd, The Eco Centre
Windmill Way, Hebburn, Tyne & Wear, NE31 1SR



A few words of thanks

A sincere and heartfelt thank you to the whole team at St. Clare's Hospice who made my Dad's final days as painless as possible. My Dad was the most precious thing in my life so it was difficult to "hand his care over" but within minutes I knew it was the right decision and allowed me to go back to being a daughter instead of a carer

Patient's Relative

St. Clare's is a lifeline for me; everyone is so kind and friendly. I absolutely love it and it gives me something to get out of bed for and get myself tidied up. I have made a lovely circle of friends and I love the activities too.

Day Care Patient

We would like to thank all the wonderful staff and patients for their kindness and support to John. We can't explain how happy his visits every week to St. Clare's made him.

Day Care Patient's Relative



Our Board & Senior Management Team

Board of Trustees

Mr W F Armstrong MBE	<i>(President) (Honorary Treasurer)</i>
Mrs E Apsey	<i>(Chariman)</i>
Mrs S Clouston	<i>(Vice-Chairman)</i>
Mrs E Killgannon MBE	
Mrs C Singleton	
Mrs J Ridley	
Mr T Gardner	
Mr A Forster	
Mr W Moran	
Miss K Foley	<i>(Co-opted)</i>
Miss S Pritchard	<i>(Co-opted)</i>

Our Senior Management Team

David Hall	<i>Chief Executive Officer</i>
Petronela Dima	<i>Chief Medical Officer</i>
Vicky Bracey	<i>Clinical Nurse Manager</i>
Vanessa Mustard	<i>Acting Fundraising Manager</i>
Shaila Shoukat	<i>Finance Officer</i>

Special thanks to Alan Dodds for use of his photos throughout this document.



Registered Charity Number: 1159481

Contact us

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Our Patrons

The Rev'd Robert Chavner
Councillor Fay Cunningham
Mrs Barbara Ross
Mrs Emma Lewell Buck MP

Mrs Sheila Graber
Miss Anne-Marie Owens
Miss Lola Saunders
Mr Stephen Hepburn MP