



**Trinity
Hospice**

Compassion and care

2020



Annual Review

What's inside...



A major award and a massive success

We were on track for a memorable year.



COVID-19

On the frontline when the pandemic struck.

Progress on care

The launch of 'care you deserve' charters for both Trinity and Brian House.

CQC Inspection

Preparations for the pending CQC inspection and what an outstanding organisation looks like.

Brian House

A full review of the children's hospice and the services it offers to local life-limited children.



Gold standard

We have once again been accredited with Investor in People GOLD...

Grants and trusts

Funding awarded for new technologies, equipment and general running costs.



Looking ahead

A three year strategy that will help the hospice to prepare for an unprecedented future post-COVID-19.

Financials

A detailed insight in to the organisation's finances for the financial year of 2019-2020.

A prestigious award

Trinity led a project involving Clifton Hospital and colleagues at the Hospital Trust to develop a remote working programme to help us reach more patients – and won a national award from Nursing Times.

The collaboration was led by our CNS Manager Sarah Roberts and focused on 'Remote End of Life Care', using technology to connect with patients in their own homes by speaking to them via computer tablets. Pilot campaigns initially ran at local nursing homes and Clifton Hospital, over a 13 month period. Sarah worked with Clifton Hospital and members of the Digital Health Team at Blackpool Teaching Hospital and together they collected the Nursing Times award for 'Technology and Data in Nursing' which was presented at the Grosvenor House Hotel, London.



Sarah said: "We saved a total of £21,000 by linking in with these areas virtually by video, instead of travelling. Patients who have been part of the process have not had any negative comments and have enjoyed the experience. Our main priority is to ensure patients have the best quality of life. Most don't want to wait in all day for a nurse to call, so we're providing patients with that choice on how they want to be contacted."

Over 800 hours of clinical time was released to the community teams, meaning more patients could be contacted, and we have now expanded the project, with ongoing 'Virtual Clinics' ensuring that patients have a choice about the service they receive from us. It means more consultations in a day because of reduced travel time – showing how we can work remotely, and work smarter.

A runaway success

What a wonderful night!

Our first ever Night Run, in aid of Brian House, saw over five thousand people jog up the Prom and raise in excess of £80,000 for the hospice. It was the first time our Fundraising team had organised a mass participant event with free entry – and it turned out to be a real winner.

The maximum number of entrants was reached well before the day – having been increased from an initial 2,000 because of public demand. There were loads of locals of course, but they were joined by runners from all over the country, and feedback to the event was superb. Supporters, staff and volunteers made it all possible and it's something we hope to repeat.

Night Run was a key part of our three year campaign to boost the profile of Brian House across our three boroughs. We often say Brian House is the Fylde Coast's best kept secret, but we've made real strides in getting its name and logo recognised. You may have seen our back of the bus advertising, and our 2019 Ball at Blackpool Tower Ballroom in September was also in aid of Brian House, raising over £60,000 on the night.



And then **Covid-19** struck...

Towards the end of the financial year we faced our biggest ever challenge. Celebrating our 35th birthday in 2020, we never expected our plans to so completely re-focused in the face of this unprecedented pandemic.

It was a huge challenge for everyone connected with the hospice, but we worked together with the local CCGs and the Hospital Trust to ensure that we could respond to local fluctuations in need for care whilst keeping our staff and patients safe. We ensured that we received all financial assistance we were entitled to and as the financial year drew to a close we furloughed staff by mutual agreement where appropriate.

We took patients from Blackpool Teaching Hospital in a bid to free up beds and help our NHS partners in the Fylde Coast's fight against Covid 19.

We added 10 extra beds to our In-Patient Unit, increasing capacity by over 50 percent. Two weeks of careful planning in mid-March enabled us to take more admissions from the hospital - mostly frail elderly patients - and inevitably some with a Covid 19 diagnosis.

It's not the first time the hospice has stepped in to help free up local hospital beds, but the scale of this response was unprecedented.



Trinity's hospital-based palliative care team, along with its community nurses and Hospice at Home overnight teams, stepped up in the fight to support the increasing number of people needing palliative care due to Coronavirus and there was a rapid up-scaling of our 'virtual consultation' techniques .

As the crisis escalated we saw all mass participation fundraising events cancelled, with corporate and schools events abandoned because of lockdown, and all our high street shops closed. Helping the NHS frontline was our only option – but made more difficult by the fact that from March our loyal band of volunteers were asked to stay home, in line with national guidelines to protect staff, patients and their own families.

Some staff took on additional or new roles, some support and counselling staff started working from home, and of course at the same time we continued with our day job of providing specialist palliative care to very complex cases on our Unit, and in patients' own homes day and night.



Restrictions to visiting and the use of PPE from March made Trinity and Brian House feel like a very different place. Our hospital palliative team was already working alongside frontline NHS staff and we established a 'virtual' advice service for GPs and nursing homes across the Fylde Coast. We even set up a telephone 'buddy' system for day patients and our volunteers who felt isolated. In addition, we offered palliative care support into the Harbour and Clifton Hospital and worked hard to provide advice to those helping the homeless on the Fylde Coast. We offered counselling support for NHS staff through the Linden Centre team.

We had some staff members off sick or self-isolating, but the willingness of everyone to go the extra mile was heartening. Little did we know that the new routines and the plans adopted in March 2020 would be needed for so long.

As this review went to press we were still coping with the effects of the Covid-19 pandemic with some of our services still reduced, our fundraising severely undermined and some of our staff on furlough. Our shops have reopened, but the coming months will be tough indeed.



Progress

on patient care and wellbeing



We launched our new 'care you deserve' charters for both Trinity and Brian House, outlining exactly what our patients and their families should expect of us.

Here's an example:

Did you know?

It's a surprise to many people when they learn just how many local, regional and national partners we work with. We decided to capture every aspect of partnership from our clinical team's point of view – and posters showing the many links and dependencies are now on display in the hospice.

SAFE

- We have enough staff to care for your needs
- Our environment is clean to reduce risks of infection
- We do assessments to prevent falls and pressure sores
- We ensure you are safe from harm
- We make sure you receive your medications on time and have checks in place to avoid any errors



EFFECTIVE

- Our staff are given time to learn to new skills
- We work together to meet your needs
- We ask your consent before starting any aspect of care
- You have enough to eat - with plenty of choices
- We are confidential about your care and only speak to those you have given us permission to speak to
- If something goes wrong we will tell you, investigate and learn lessons to improve our services





Using Namaste to support patients

Namaste means “To honour the Spirit Within” and Namaste Care is a structured programme of individualised sensory activities aimed at engaging people with advanced dementia. Carers and families can learn the Namaste activities and due to compelling evidence from other settings we decided to incorporate the Namaste Care approach to our Dementia Wellbeing group and introduce this therapy to all areas of Trinity Hospice.

Staff from Complementary therapy, the Community care team, In- Patient Unit, Brian House, Hospital team and Day Therapy attended a training event in May 2019. It explored the core skills – communication, creativity, compassion and understanding – and how Namaste Care meets the needs of someone with advanced Dementia.

Evaluations following the use of Namaste in our Dementia Wellbeing Group have been very positive. And Namaste is slowly being embedded at the hospice as we develop our skills around this practice.

In addition, the In-Patient Unit has a new resource: two large Dementia Boxes which contain Twiddle Muffs, Twiddle Blankets, dominoes, deck quoits, a simple jigsaw and reminiscence cards. These are useful to provide occupation for someone living with dementia or cognitive impairment and they have been proven to be beneficial to wellbeing. Reminiscence can encourage mental stimulation and provide an opportunity for inclusion for the person living with dementia.

Did you know?

At our Bucket list Talk, we always discuss digital legacy now. Most patients have overlooked this in their advance care planning, and can see how frustrating it must be for loved ones to lose all this life’s history. We encourage our patients to think about this, and encourage them to discuss or document passwords.

CQC inspection ahead

What does an outstanding organisation look like?

We have had an overall outstanding rating since 2016 but in 2019 decided to do a 'deep dive' into what really sets an outstanding hospice apart in preparation for our next CQC inspection. Part of the reason for our curiosity was the news that Trinity will be assessed as a hospital rather than as a care home from now on – and that changes some key parameters, which we need to understand if we are to retain our outstanding status.

We have a CQC task group looking at specific elements and have regularly produced updates about the Key Lines of Enquiry that we will be assessed against. The group has been meeting monthly and includes our senior managers and our Chair of Trustees, with a larger group meeting regularly to take on tasks associated with CQC inspection.

There are 'Bite Size' messages on our Trintranet and some short videos to help everyone understand their role as we try to maintain our overall 'Outstanding' rating. CQC isn't just for the clinical and medical teams to prepare for; it's for everyone working at Trinity and Brian House.



As well as visiting a Spire Hospital in Manchester – which is outstanding in all areas - we arranged a 'mock' inspection to help us highlight things we should change or adopt as we prepare for CQC appraisal. One new element is the Safety Huddle; senior managers meet weekly to review incidents/near misses and opportunities, and then immediately share the information with their teams. It is building a safer service and highlighting areas for improvement or change.

As part of our careful preparation for CQC inspection we have been looking closely at the 'risks' which could stop us achieving excellence in everything we do. Inevitably, some risks are outside of our direct control, but we have plans in place to minimise any impact.

Clinical changes

During the year we introduced some new models of management with the appointment of a Ward Manager and lead CNS roles in both hospital and community, to enhance our leadership capability and ensure we have a strong “nursing voice”. The teams are seeing year on year growth as we try to reach more people across the Fylde Coast and achieve our ambition of seven day services. Managers are leading by example, working at weekends.

With commissioners and external partners we developed the 24/7 hospice at home service to ensure it complements our community colleagues, and supports more families. We agreed new criteria so that patients are supported by the best clinician in the right place as our night time services continue to see more patients. Day Unit had a transformation to create more private consultation areas. We should celebrate how successful our day unit is, because whilst many hospices have closed

their day services, our problem is that we don't have enough spaces! We won a grant to redesign and improve our gym and relaxation areas, which will benefit all our patients – including those on IPU.

We have continued our programme of personal resilience into 2020, led by our Linden Centre and Complementary Health colleagues. It has brought real benefits.

Looking back over the year many things have changed. Our Quality Account and Governance reports are available and detail each individual point of progress.

Review of Brian House services

Brian House operated a reduced service from late November 2019 as we completed a comprehensive review of the services it offers to local life-limited children and their families.

From March, of course, we adapted our care once more in line with the Covid-19 emergency, as many of the youngsters we normally care for were being shielded at home.

There were several reasons for the service review. We had started to realign our admissions and management procedures, but also faced a number of other challenges.

Brian House cares for an increasing number of children and young people, many of whom have multiple and complex care needs. The safety and wellbeing of all those we care for is central to all we do. As we have a significant number of complex cases and some significant challenges in relation to medical support and staffing, we felt we needed some dedicated time to review the ways in which we deliver our care.

As a charity, we don't have a bank of extra staff to call upon to meet unexpected demands or periods of staff sickness, but at all times we have to ensure that the service we offer is of an excellent standard and takes into account individual needs.

Medical cover in Brian House is provided by a paediatrician from Blackpool Teaching Hospital, who provides us with medical support for two half-day sessions a week, and we have 24-7 access to Blackpool Teaching Hospital's paediatric department.



Historically, we also had access to a palliative care consultant with paediatric experience. In the light of staffing changes, we looked at how other children's hospices meet the growing demand for specialist paediatric medical care. We are developing additional non-clinical prescribers to support our nursing team and a new consultant with an interest in developing his experience in children's palliative care joined us in the early months of 2020.

Against this background, we had a challenging period of sickness and maternity leave. Finding additional qualified and experienced staff cover is far from straightforward, as we are a small, highly specialist team and cannot simply hand over responsibility to agency nurses, the local NHS or a local social care organisation.

We did our best to respond to emergency needs and kept all our families fully informed during the review period. Our overnight respite provision was still operating and our families knew they could contact us at any time. This review was not driven by financial difficulties. Funding is always a challenge but this work was to ensure that all our procedures are robust and appropriate for now and in years to come.

There would never have been a 'good' time to reduce our service, but taking everything into account, we had a window of opportunity to take a step back and review. Our aim was to be back up and running as normal by late January – but of course, Covid soon intervened...

Everything changed in March, when 'business as usual' became something very different. Our team were in essential PPE because the safety of our youngsters and our staff was paramount – after all, the children we help care for are among the most fragile in our community. Social distancing meant reducing the number of youngsters we could have in the hospice at any one time.

Brian House offered telephone support to our 70 families, and respite care to those children who needed it. But there's no denying that Brian House during the pandemic wasn't full of the usual laughter. Things felt very different. Some of our children's nurses worked on our adult In-patient Unit, where bed capacity was increased, and our lovely volunteers had to stay at home.

Did you know...We have built more internal partnerships over the past year; one being the "CATs" (Children and Adults Transition Service) initiative in which Brian House and the community are working together to ensure a seamless service when children move into the adult world.

325 patients were admitted to the **In-Patient Unit**

with an average of



Hospice at Home



The hospital team supported 1,385 patients



TRINITY HOSPICE'S COMMUNITY CLINICAL NURSE SPECIALISTS

supported **1,309** patients

The number of new patients supported with a non-cancer diagnosis was 16%

Day Therapy Unit supported **184 patients** at the hospice

Bereavement counselling services saw **770 patients**

Our Schools Link service involved **81 local schools**

Of those patients known to the community service...

95% died out of hospital

77% died in their preferred place of care

That's much more than the national average

71 families were given support at **Brian House** with 11 new children referred



The Children's Bereavement Quiet Room was used for...



347 patients or carers received complementary therapy treatments

THE HOSPICE SUPPORTED



278 new patients through our Lymphoedema service

up 23% on last year

800+ volunteers

provided the equivalent of

£1,500,000

worth of time

outnumbering staff by approximately 4:1



Gold standard

We have once again been accredited with Investor in People GOLD! It's a tremendous accolade and reflects so well on everyone's continued hard work and effort since our last assessment.

Organisations have to re-apply for their accreditation every three years which involves a considerable amount of pre-work and, for the first time under the new framework, an online survey. The final stage of the process is a site visit by an IIP Assessor, which involved staff in both individual and group interviews. The Assessor then had to satisfy over 150 pieces of evidence criteria, covering nine key Indicators of the IIP Framework. A great achievement for everyone involved!



Freedom to Speak Up

In January we agreed to access an important new service for all our staff and volunteers. Terri Vasselli became our independent 'Freedom to Speak Up Guardian'; she already provides this service at Blackpool Teaching Hospitals.

We believe in the importance of ensuring the care of our patients and those close to them is exceptional. Our Trinity 'Ways of Working' outline how we should relate to one another to encourage a positive culture to support those in our care. As part of that, we encourage our people to speak up if they see anything that causes concern. This can be to their line manager, our HR or volunteering managers – but our new Guardian is an additional and completely confidential channel for advice or to raise concerns about risks, malpractice or wrongdoing.

Income generation

Our approach to raising money is to make people want to give; we would never want anyone to feel compelled. All our fundraising activities are covered by the Fundraising Regulator. We also take our data protection responsibilities very seriously and will never share or sell supporters' personal details.

Our mass participation events during 2019 were once again a massive success, with thousands of participants taking part in our annual Fun Run, Colour Run, Bubble Rush, Bike Ride and Santa Dash. The first ever Night Run (see page 5) was a welcome addition and a huge success. Local companies helped sponsor our events and of course our volunteers always play a massive part on events day!

We were pleased to be part of the annual **Lytham Festival** once more – it really helps us get our name known to a wide audience – and right across our communities there were Trinity and Brian House fundraising events both large and small.

Light up a life

A severe gale warning caused the cancellation of our annual Light up a Life event, which was a real disappointment, but the good news is that donations went up, breaking the £50,000 mark! The lovely lights in our gardens shone into the New Year.

Corporate

Our business supporters did us proud again with the annual Corporate Challenge, and they were some of the first to step in and offer help when it became clear that the Covid-19 crisis would massively impact on our 2020 fundraising.

Did you know?

Our CEO David Houston completed an epic Land's End to John O'Groats sponsored bike ride and Staff Nurse Nicola Lewis climbed Kilimanjaro to raise money for Trinity and Brian House. But our planned trip to Machu Picchu in Peru was a casualty of the Covid-19 pandemic and has been put back to 2021.



January 2020's Christmas tree collection was the biggest to date...

Organised by the Fundraising team in partnership with local councils, it took place over two days and involved supporters and staff members collecting real Christmas trees from around our

boroughs. Many trees are used as part of the dunes conservation scheme on the beach, so as well as raising funds the scheme helps the environment too.

Grants and trusts

Grants are important in our annual income generation and help the hospice with projects that otherwise might never reach the top of our priority list. Here are some of the generous grants awarded to us 2019-20.

Persimmon Homes Community Fund:

£1,000 for Brian House running costs.

Toyota/Harry Feeney Fund for Better Tomorrow:

£1,800 for Brian House



Did you know?

Our Lottery income increased by 3% during the year. Players at the year-end had reached 9,400, which is an increase of 1,000 over the year.

Morrison's Foundation:

£9,500 for improvements to our relaxation room and gym

Masonic Grants:

£2,000 towards our general running costs

Hospital Saturday

Fund: £1,720 for two items of equipment for our new clinical skills lab

Askews Library services – three separate donations of books for the Linden Centre and Brian House

The lottery profit was £322,000 compared with £305,000 in 2018-2019, but all our canvassing activities were put on hold in mid-March due to the Covid-19 pandemic.

We use canvassers to help grow our lottery - they may be in shops, banks and at community events and may even call door to door. They help us recruit new players and promote the service provided by the hospice. We insist that they always wear ID and all our lottery activities are regulated by the Gambling Commission.

The Kentown Wizard charity, which is based in Blackpool, agreed to extend its financial support for Brian House over the 2019-20 financial year – generously sponsoring our Brian House fundraising events and helping fund staff costs of over £137,000!

Technology equals fun at Brian House

and in January 2020 we received a bumper package of virtual reality, computer and IT equipment from Lifelites, a London-based charity which provides technology to children's hospices across the UK. The gift of new equipment was worth a massive £50,000, leaving staff and volunteers bowled over by this organisation's latest act of generosity.

Lifelites provided a full day's training to Brian House staff, ensuring that they will get the most out of the equipment, which includes new computers, games, a VR headset, projector and screen and a range of specialist IT equipment, some activated by eye movement.

A Lytham-based grant giver gave us the money to buy a VR headset and camera for use with our adult patients too! It can bring families together and also provides relaxing therapies for patients receiving palliative care.



Our annual Fundraising Ball at Blackpool Tower Ballroom was yet another sell-out and thanks to sponsorship and the support of local businesses we raised over £60,000 on the night for Brian House.

Legacies are a vital - but unpredictable part of our income. During the year we used messages around 'planning ahead' to encourage people to think about making a will. We use 'storytelling' to help supporters understand the work we do, its importance in the community and to dispel myths around hospice care.

Retail news

It was a busy time for Retail as they made plans to relocate the Brian House shop in Cleveleys town centre. It moved across road to larger premises which are all on one level. In addition, a lease was taken on a brand new Trinity shop in Thornton and another in Ansdell.

The Retail team had a really good start to the financial year – doubling its contribution in the first quarter compared to 2018-19. Our stock appeals were well supported and we have built up our online sales – especially useful from March, when the pandemic forced the closure of our shops. We have made a huge effort to increase the amount of Gift Aid donations too – because it adds 25% to our bottom line!



As we went to press most of our shops were open again, but with restrictions in place in line with Government guidelines on Covid-19.



Big changes were made at our Talbot Road donation centre to improve efficiency in sorting through the thousands of donated items and getting them out to our shops.

Did you know...

During the year the hospice external signage has been updated in line with our shops and our Trinity and Brian House brands. It's the final piece of the re-brand project for the hospice and a great opportunity to update our appearance and make it easier for patients and visitors to navigate our site.



Total Hospice Income
£ 9,019,719

Expenditure
£9,674,827

Celebrating success

Our annual Celebrating Success event was held in late January and attended by representatives from across the Hospice. There was real cause for celebration as certificates for long service were presented, along with the five awards for 'Living our Values'. The event was hosted by CEO David Houston, HR manager David Warburton and attended by several Trustees.

Leading the way on long service was Debbie Buttery (Catering), who has done an amazing 25 years at Trinity. Not too far behind – on 20 years' service - are Simon Hellawell (Facilities Manager), Danielle Syme (Cook), Sue Pelling (Playworker, Brian House) and Theresa Heelis (Senior Staff Nurse, Brian House). Certificates were also presented to staff members celebrating other service milestones.

The Trinity values award winners were: HCA Julie Shanley (Caring); HCA Diana Trevett (Adaptable), Comms Manager Shirley Morgan (Responsible), CNS Manager Sarah Roberts (Excellence) and Senior Staff Nurse Nicola Lewis (Socially Engaged).

We had more nominations than ever before, which meant the judging panel had a very tough time choosing the winners.

A big thank you!

We like to think that we often say thank you to those who help us, but during the year we produced a series of postcards as visual tokens for the staff and volunteers who regularly go ‘above and beyond’ in the line of duty.

As a teaching hospice we regularly host university medical students – and our success was underlined in 2019 with the thank you sent to Dr Richard Feaks for ‘going above and beyond to teach us and make sure we made the most of our placement here at the hospice’.

Comments included:

‘This is the best placement I have been on’

‘Thank you for your dedication to our learning’

‘Thank you for the excellent teaching’



The Fundraising team worked with Manchester-based production company Standby, to produce a film about Brian House. It features the stories of three families who use the hospice, each sharing their experiences of Brian House and how its care changed their lives. We submitted it to the Charity Film Awards and were winners in the ‘People’s Choice’ category. Thank you to everyone who voted for us!

Did you know?

Local hero Sir Bill Beaumont – chairman of World Rugby – has become our President and immediately threw his support behind our emergency appeal, launched in the wake of the Covid-19 crisis.



It's a fact

**In 2019-20
we supported
more patients
than ever before
across our
services as
a whole.**

**We were featured on
many local radio and
TV programmes, raising
awareness around
end of life issues and
working hard to dispel
myths that surround
hospice care.**

We have worked with 'hard to reach groups' including the homeless and those in prison, to ensure that everyone on the Fylde Coast can access excellent end of life care.

Our Hospice Neighbours scheme, where Trinity volunteers help patients in their own home with daily tasks and provide company and comfort, helped 57 people during the year.

**The hospice can
be an entertaining
place. We welcomed
singers, brass
bands, school choirs
and even a group
of alpacas!**

In 2019 we welcomed several new Trustees to our Board

Trinity is the only hospice for the Fylde Coast and only exists thanks to the generosity of its supporters and the team of over 800 volunteers, who outnumber staff by 4:1.

We continue to measure ourselves against four key areas

01

Enabling compassionate care and support:

working with our partners to increase patient satisfaction, episodes of care and % deaths in preferred place.

Financing our future:

growing our income and increasing our active donors, whilst ensuring we are efficient and effective in our expenditure and adhere to our reserves policy

02**03**

Improving our effectiveness:

complying with all quality standards whilst maintaining high occupancy levels at the right average cost per patient day.

Investing in our people:

encouraging our staff to exceed competency standards and volunteers to participate in our activities whilst retaining a high level of staff/volunteer satisfaction and engagement.

04

Looking forward against a background of uncertainty

Our strategy for the next three years sets out priority areas for investment and growth to enable us to provide palliative care for increasing numbers of people needing us on the Fylde Coast.

Areas in which we hope to invest in are:

- **Coordination and integration of care including working with the new 'Healthier Fylde Coast' partnership and GP Neighbourhoods**
- **Advance Care Planning**
- **Access to packages of care and social care**
- **Dementia and mental health support**
- **24/7 access to services**
- **Support for communities (including families, carers and care homes)**
- **An increased focus on Brian House**
- **An education programme for families, carers and volunteers**
- **Leading edge approaches to the use of technology, including tele-health**



We will continue to promote excellence in palliative care, further broadening the numbers of non-cancer patients with access to our services, running seven day a week services in the community and hospital.

We will also consider the growing challenge from increasing numbers of patients with dementia.

Our capital improvement programme is currently on hold until we can determine the long-term social and financial impacts of Covid. We will still be replacing essential items such as beds and hoists but projects such as investing in staff areas will be considered on an individual basis and external funding sought.

Expenditure



01	Adult In-Patient Unit	£2,969,175
02	Day Therapy Unit	£245,352
03	Brian House	£1,414,453
04	Lymphoedema	£179,216
05	Linden Centre	£320,086
06	Learning and research	£161,685
07	Clinical Nurse Specialist team	£1,688,948
08	Hospice at Home	£312,997
09	Fundraising staff, support staff and establishment costs	£939,826
10	Trading costs	£1,030,849
11	Lottery	£229,380
12	Investment management costs	£98,351
13	Governance costs	£84,509

Income

£9,019,719



81p in every £1
 raised for both Trinity and Brian House in 2019/20 went directly to **patient care**

01	Donations (including Friends groups)	£1,795,312
02	Legacies	£622,993
03	Shops	£1,272,301
04	Lottery	£541,941
05	NHS (CCG)	£2,765,490
06	Other funding and income	£1,079,152
07	Investment income	£445,876
08	Department of Health	£213,004
09	Government grants relating to Covid-19	£283,650

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REGISTERED CHARITY NO. 511009

