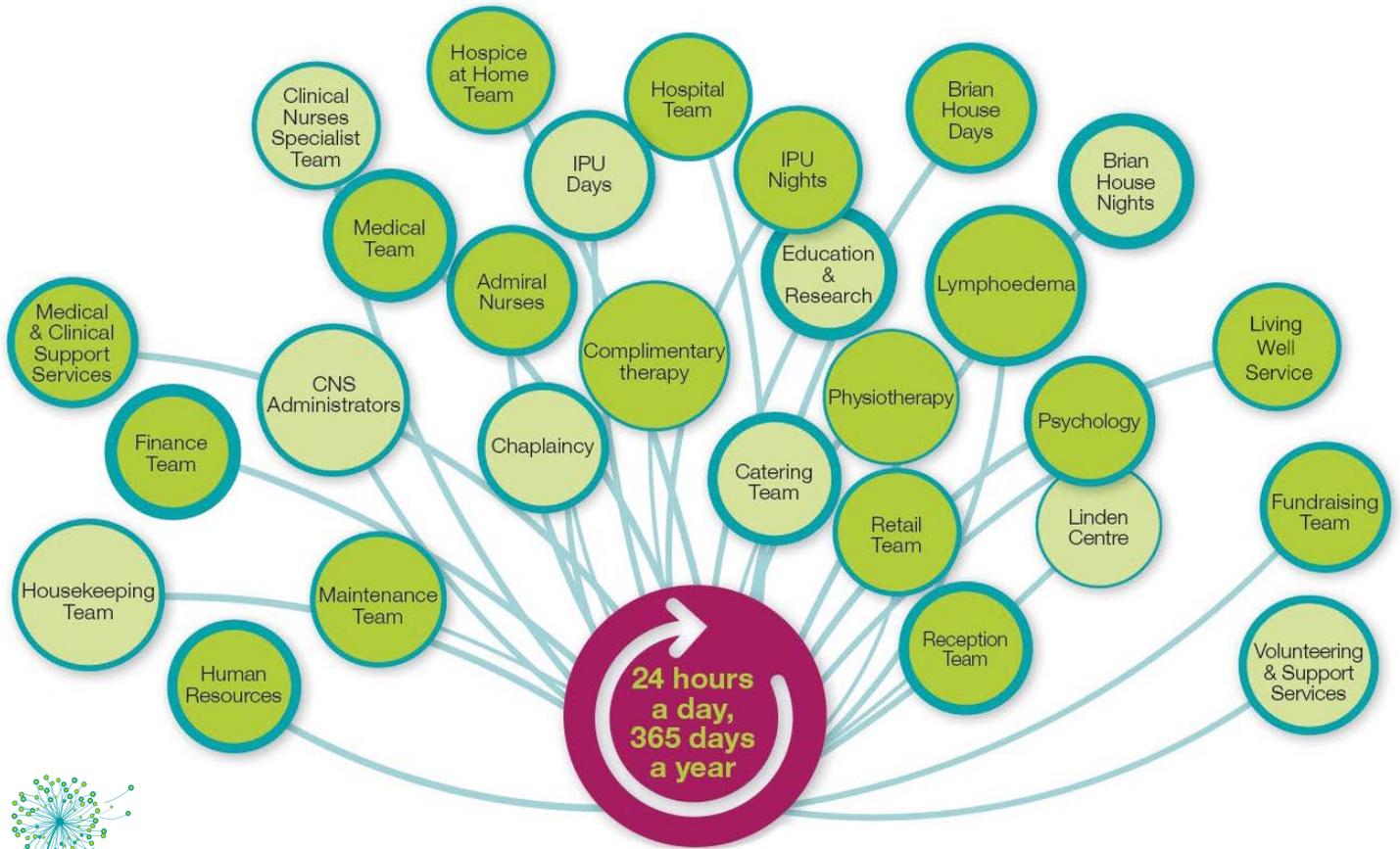


# 2020/21 Annual review



**Trinity  
Hospice**  
*Compassion and care*

*Our achievements & ambitions*



**Trinity Hospice**  
Compassion and care

**Brian House**  
Children's Hospice

# Message from Chairman & Chief Executive

This Annual Review looks back over a tumultuous year. Covid-19 represents arguably the greatest challenge this hospice has ever faced, when our passionate and committed staff worked tirelessly alongside colleagues in the NHS and local care homes to respond to the Covid Crisis.

And they have done this quietly and with steely determination, in spite of the ongoing risks, and without the largescale public recognition quite rightly given to those working in the NHS.

But we have also seen the best of people and organisations. We are able to look back with an immense sense of pride at what our colleagues have achieved. We were able to support our pressured hospital by accepting covid positive patients onto our In-patient Unit. Our hospital-based Trinity team, community team and Hospice at Home overnight team stepped up to support the increasing number of people needing palliative care. And, through the use of technology, we were able to step up our 'virtual consultation' techniques to enable us to reach and support vulnerable patients who were shielding.

We can look back with an immense sense of pride at what our colleagues have achieved.

Yet covid-19 has also had an enormous financial impact and we were sadly not immune. We expect the next two years to be extremely challenging too but we remain upbeat that we can continue to rise to this challenge. Consequently, now more than ever, we need local people's support. Thank you to all those who contributed to our appeals, played our weekly lottery, fundraised for us and supported our shops through volunteering, donating and buying goods.

Despite the challenges of the pandemic, we have been presented with an opportunity to review our care, seek new and innovative ways to support more people and work closer with our partners and volunteers. As we rebuild our activities, invest in our retail portfolio and prepare for an increase on demand for our care, our commitment to those we have the privilege to serve will never waiver.






# Who we are

Trinity has been at the heart of the Fylde coast for more than 35 years, providing compassionate care for people on their journey towards the end of life. Our dedicated specialist nursing teams touch the lives of thousands of patients and families each year, with one vision for the future – that **everyone across Blackpool and the Fylde coast has access to high-quality end-of-life care.**

Our outstanding care and support is free to all who need it, wherever they want it; whether they are in our hospice, in hospital or a residential care home, or in their own home in familiar surroundings. And we don't stop at the end of a person's life – our care continues through bereavement support for as long as someone needs us.

## Our business objectives



# The community we serve





## Our family of services

Through our family of services our care reaches every corner of Blackpool, Fylde and Wyre, and we are proud to offer a range of services to give support at every stage of a palliative journey for patients as well as their loved ones. Including:

- In-patient care from our team of specialist doctors, nurses and healthcare professionals on a 18-bedded unit – 24 hours a day, every day of the year
- Supporting people through our Living Well service to help patients maintain independence and supporting physical, psychological, and spiritual well-being
- Extending our care beyond our building with our Clinical Nurse Specialist team, proving care and support in the community, hospital and care homes
- Providing hospice care during the night in people's homes through Hospice at Home
- Supporting some of the Fylde coast's most vulnerable children and their families through our dedicated children's hospice, Brian House
- Specialist treatment and advice through our Lymphoedema clinic
- Bereavement support through the Linden Centre, supporting patients and those they love through very difficult times

# 2020-21 in numbers

**340** patients were admitted to the **In-patient Unit**

WITH AN AVERAGE OF... **28** Per month admissions

## HOSPICE AT HOME

saw **1,301** patients

**48%** of whom, not previously known to Trinity

Bereavement counselling services saw **770 patients**

Our Schools Link service involved **72** local schools



THE HOSPITAL TEAM supported **1,407** patients

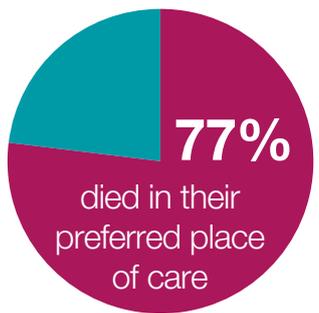
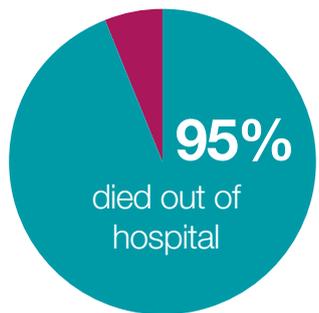
## TRINITY HOSPICE'S COMMUNITY CLINICAL NURSE SPECIALISTS

supported **1,281 PATIENTS**



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

Of those patients known to the community service...



That's much more than the national average

### The Children's Bereavement

Butterfly suite was used for...



### THE HOSPICE SUPPORTED

# 125 PATIENTS



through our Lymphoedema service



**71 families**  
 were given support at  
**Brian House**  
 with 14 new  
 children referred



patients or carers  
 recieved complementary  
 therapy treatments



“ Patricia chose to come to Trinity for her final days after she was diagnosed with Covid at the start of the pandemic. She wasn't expected to survive it, but soon started to show signs of recovery. After three weeks, we were thrilled to be able to clap her out of the In-patient Unit and supported her through her transition back home. ”

# Adapting our care during an unprecedented pandemic

At the start of the pandemic, we were able to quickly establish a rapid transfer service for patients who had been diagnosed with Covid-19 and joined our Fylde coast health care colleagues in a covid response team, putting us right at the heart of the Covid crisis.

By adapting and responding to the ever-changing landscape, we ensured all those who needed us in the community were not left alone through an extremely challenging and very frightening time.

Throughout 2020-21 we cared for 2,751 patients across our family of services, including **424 patients who had tested positive for Covid-19.**

## Keeping families connected

One of the things we are most proud of is that we were able to maintain visiting throughout the pandemic. This meant that patients who were on our In-patient Unit were able to enjoy the comfort of being with loved ones each day if they wished. We know how important it is for patients to see friends and family, as much as it is for those visitors to see their loved ones comfortable and supported during their stay at Trinity.

## A hospice without walls more than just a building



Our Clinical Nurse Specialists, often confused with Macmillan nurses, within our Community Team and Hospice at Home night team supported patients who were more vulnerable, and more frightened, than ever before. Our Nurses and team of dedicated healthcare assistants continued to visit patients in their homes, always putting patients before themselves as they continued to deliver exceptional care.

To respond to the increased pressure across the local healthcare landscape, we were proud to increase the support we gave to patients in our community by moving our community team to a seven-day service. This means that no matter when our patients need us, we are there for them.

At the same time, we worked hard to support our local healthcare system, particularly our local community teams and care home staff, with fantastic collaborative work with FCMS out of hours. By producing specialist guidance for care home staff, we were able to help them manage palliative and end-of-life symptoms and advance care plans during Covid-19, whilst providing compassionate palliative and end-of-life care to their residents.

Our Hospice at Home team visited 1,301 patients in their home during the night, helping them to stay comfortable in familiar surroundings with loved ones. Incredibly, 48% of those patients were not previously known to Trinity.

# Working on the frontline of the pandemic

Our Trinity Hospice Hospital Team, based at Blackpool Victoria Hospital, provided exceptional care and support to so many patients and families throughout the pandemic, whilst supporting hospital staff who were not used to seeing such high levels of end-of-life care.

- Increasing to a seven-day service
- Developed a new referral pathway for elderly frail patients who need end-of-life care
- Developed a new A&E project to prevent avoidable hospital admissions
- Supported patients with a palliative condition to return to their preferred place of care and death



Faced with an unprecedented level of demand, our hospital team provided a vital link, and often a precious opportunity to say goodbye to patients and their loved ones.

# Supporting our community through loss empowering local services

In a year like no other, we provided increased bereavement support for our local community, delivered by our dedicated Linden Centre staff and volunteer counsellors as well as our hospital and community teams.

Our unique Schools Link service, which trains local teachers to support pupils who are experiencing loss and grief, supported 72 schools across Blackpool, Fylde and Wyre.

Our team embraced technology with many face-to-face appointments moving to online.

The pandemic has left so many in our community experiencing death, dying and bereavement and our teams are still dealing with exceptional levels of demand.



We developed specialist bereavement support training for staff from two of our Fylde coast Primary Care Networks to help them set up their own community support groups.

And we provided staff to enable the SWAN bereavement suite at the hospital to launch on time during the Covid crisis.

## Caring for the most vulnerable children reaching isolated families



Throughout 2020-21 we continued our respite support at our dedicated children's hospice for our area's most fragile children and their families, while supporting others through our new community outreach service.

We received 14 new referrals and are proud at how we were able to continue to provide community care to children through home visits, themed events and even a drive-through Santa's Grotto so each of our children could still experience a Brian House Christmas during the pandemic.



“ When you’ve done your job right, and someone has a nice death – a death with dignity and one that has been managed with the support and love that we put into our nursing – that person lives on through the positive experience their family has had during those final moments. That’s what being a nurse for Trinity has to offer.

”

## Responding quickly to an ever changing environment

As the pandemic hit, we quickly adapted to be able to provide virtual services and support where possible, to reduce any risk of Covid-19 to our patients, their families and our staff. We began delivering our palliative and end-of-life care training virtually for our colleagues in the community and care homes, and worked collaboratively with our health and social care partners across the Fylde coast to ensure continuity of services.

We developed intravenous therapy in the hospice, so patients could be transferred to us sooner and while on treatments, avoiding the need for patients to be admitted to hospital for such therapies.

With some of our services running at a reduced level, we adapted and used our skilled teams flexibly across the organisation to ensure continuity of service through the challenges of the pandemic.

We also held weekly management and leadership meetings to help us to respond to the changing guidance around Covid-19, alongside the 'normal' operation and delivery of our hospice services, with our Board of Trustees' involvement throughout.

## Patient story

**Chris was in Trinity Hospice for five days. That's not a long time, but for us, it was a lifetime. After caring for him – doing everything for him – for five months, in those five days I was his wife again.**



I could finally cherish our moments together, knowing they were limited.

We'd had a very difficult two years. Chris was diagnosed with oesophageal cancer in 2018 and had radiotherapy and chemotherapy before a 12-hour operation to remove most of his oesophagus.

He was on the road to recovery, but soon became unwell again. The cancer had returned. He had another operation and more chemotherapy.

It wasn't even a year later when we discovered it had come back. He went in for another operation. This one took 19 hours and left him unable to speak and requiring round the clock care.

It was hard, but we were working towards getting back on our feet – to get back to our new normal.

But he deteriorated. There was another tumour and this time, there was nothing we could do. There was no operation, and Chris was too weak for any more treatment.



Chris was only 38 and believed that going to the hospice was accepting it was the end. But I was giving him so much care and I simply couldn't do it anymore on my own.

The nurses from the hospice started to call, to make sure I was alright as much as Chris. Those calls meant the world to me. I wasn't alone. And Hospice at Home came to see Chris when I worried he wasn't right. Just the reassurance they were there was so important.

We went into Trinity to help manage his medication. Chris's plan was to die at home, and I was happy with

that, but when we got to the hospice, he deteriorated. He suddenly needed a lot more medication to keep him comfortable.

We both just seemed so much more relaxed when we were there. For so long I hadn't been able to be Chris's wife or spend any quality time with him. I knew he was going to die and what we were facing, and those five days were so important to me.

In the end, I wasn't frightened. It was so peaceful and calm, and we were just together.

*Lisa Peachey*

# Meet the smiles behind the masks

We have the privilege of caring for patients and their families 24 hours a day, 365 days a year, in our wards, in their homes, in hospital and across the community.

Meet some of our heroes who have supported our patients through Covid-19...



Dr Gill Au, Medical Director



Linda Crutch, Staff Nurse



Denise Noonan, Healthcare Assistant



Laura Hindle, Staff Nurse



Edyta Skora, Healthcare Assistant



Jenny Carpenter, Sister



Dedezy Buttery, Cook



Danielle Syme, Cook



Alison Jones, Trainee Advanced Practitioner



Michelle McKie, Senior Staff Nurse



Shonie Foster, Brian House Staff Nurse



Patrick Blencane, Senior Staff Nurse



Sonia Wilde, Healthcare Assistant



Theresa Heelis, Senior Staff Nurse



Kirsty Jones, Senior Staff Nurse



Nikki Potter, Senior Staff Nurse



Shirley Callaghan, Senior Staff Nurse



David Melvin, Associate Clinical Nurse Specialist



Joanne Bradford, Associate Clinical Nurse Specialist



Dr Richard Feaks



Dr Anne Boardman



Vicki Costigan, Database & Donor Care Manager



Dr Dina Hynes



Rev Paul Berry, Chaplain & Spiritual Care Co-ordinator

## Supporting our colleagues promoting wellbeing and building resilience

We kept our patients, staff and visitors safe from the risk of Covid-19 at all times by ensuring the correct use of PPE and maintaining Covid-secure environments across the hospice at all times. All staff and volunteers completed individual risk assessments to ensure those with vulnerable conditions were quickly identified and protected.

We introduced Schwartz Rounds to the organisation to open up conversations with staff about the emotional impact of their work through a mutually supportive environment.

It really was a year like no other, that couldn't have been predicted. We have reflected on the lessons we learned from our experience through the pandemic, and shared these with our health and social care partners to ensure they are used to inform future service developments.



“ Our staff are incredibly resilient in supporting patients and their loved ones in the most difficult of times, but over the last year their wellbeing has been well and truly tested. It is right that we put their wellbeing amongst our top priorities. ”

Trinity  
NHS  
Dr Gillian Au  
Medical Director

Dr Gillian Au  
Medical Director  
Trinity  
NHS

## Supporting each other in challenging times

We are staff  
working in different  
departments, but  
we are all one  
Team Trinity.

Team work is at the core of our success throughout the year as some of our staff members took on roles in different departments, quickly learning new skills so that Trinity could continue its outstanding care in such challenging times.

Members of our Fundraising and Communications Teams quickly adapted to lead on our Covid-19 testing programme for all staff and visitors, ensuring colleagues, patients and their loved ones were kept safe from the threat of the virus. They also supported our reception team so calls didn't go unanswered and visitors had support right from the front door. And at all times throughout the pandemic, this team ensured that all staff were kept up to date with constant changes to

working practices while celebrating the successes of their colleagues throughout the organisation.

Some of our staff in retail came into the hospice to help across several areas, including in the kitchen and on reception while our shops were closed, staff from Brian House and the Day Therapy Unit went to work on the In-patient Unit and staff from our Community and Hospice at Home Team spent time working in our Hospital Team to help us to continue to care for all those who needed us.

And throughout it all, our Housekeeping and Maintenance Teams became our hidden heroes, working tirelessly behind the scenes to keep everything working and clinically safe.



*Investing in our people*

## Income generation

Every year, the hospice receives funding from the Government and our local Clinical Commissioning Groups (CCGs), however, we still need to raise more than £5 million each year to keep our doors open and provide our care to all those who need us on the Fylde coast.

Like many charities throughout the pandemic, we needed to respond to the financial crisis and prioritise our fundraising efforts on raising income and awareness of our services, whilst navigating through several national lockdowns and ever-changing restrictions.

Between  
2020-21 income  
from donations and  
charity shops fell by more  
**£850,000**, while  
hospice costs  
increased by nearly  
**£100,000**

### Responding to the Pandemic

We made appropriate use of Government grants available to our charity through the pandemic.

We also delivered a Response to Covid restructure across the organisation to align our resources with post-Covid projections for service needs and demand, income and annual costs.

## Our fundraising promise

We will be  
**clear, honest and open**

We will be  
**respectful**

We will be  
**fair and responsible**

We will be  
**accountable**



## Our commitment to fundraising

As a registered charity and member of the Fundraising Regulator we are committed to the highest standards, adhering to the Fundraising Code of Practice, monitoring our fundraisers and those we work with and complying to charity and other associate laws and regulations.

### Special gifts that keep on giving

- **9,035** people played our weekly lottery & seasonal raffles, raising over **£581,000**
- **549** supporters donated through a monthly committed gift totalling **£59,450**
- **62** people remembered us in their Will, with gifts of all size collectively raising **£1.5m**
- **153** businesses across the Fylde coast and beyond supported the hospice through the challenging year
- **417** supporters and community groups organised their own fundraising challenge from physical challenges, mask making and online quizzing to baking, selling and singing

## Grants & trusts

We are fortunate to receive a number of financial grants from various grant making trusts, which helped the hospice achieve new projects and address emerging challenges that otherwise may not have been possible. Here are some of the generous grants awarded to us in 2020-21.

**The George & Maisie Blackburn Trust:**

£7,000 towards Brian House

**The Payback Time Trust:**

£7,000 to support hospice care through the pandemic

**Masonic Charitable Foundation:**

£1,990 towards our general running costs.

**Community Foundation for Lancashire:**

£4,000 to enable us to continue to support DTU patients in their homes throughout the lockdown.

**Yorkshire Building Society Charitable Foundation:**

£1,185 for the purchase of a new syringe driver to provide pain management.





The Kentown Wizard charity once again supported our vital care in Brian House, helping to fund staff costs of more than **£139,456**, whilst also supporting our fundraising efforts throughout the pandemic, including our virtual Night Run and Santa Dash events.



### Supporting emerging challenges

During 2020 we had an unexpected need to replace the flooring in our patient unit. Thanks to several grants we were able to meet this need:

- The Albert Hunt Trust £10,000
- The Openwork Foundation, in partnership with The Mortgage Shop £10,000
- Duchy of Lancaster, Harold & Alice Bridges Charity and Hospice Aid UK £1,000 each

# Fundraising in the pandemic

For a whole year, we were unable to put on our very popular fundraising events. With heavy hearts, we postponed our Beaverbrooks Blackpool 10k Fun Run and Beaverbrooks Bike Ride, Blackpool Colour Run, Firewalk, Night Run, Memory Walk and Santa Dash, as well as our Fundraising Ball.

But our incredible supporters took on our virtual challenges – making the most of the opportunity to take part in these events in their own time, wherever they were. We saw groups of Night Runners under the illuminations, people walking and running a 10k at a time to suit them, at their own pace. We even saw Santas marching along Blackpool's promenade. These amazing people raised an astounding £87,000. That's fantastic.

At the same time, we saw people in our community taking on their own virtual challenges – from marathons, to raffles and even playing musical instruments and dancing!

Our supporters got us through the most challenging year we've ever seen in fundraising, from individuals and groups in the community, to our business supporters who, although struggling themselves, still did what they could to help us reach everyone who needs our care across the Fylde coast.

And we were overwhelmed by the response we received to our calls for help – our appeals to those in our community to give what they could so everyone who needed it could access our outstanding, specialist hospice care in Blackpool, Fylde and Wyre.

## Retail activities



In total, our shops were only open for **24** full weeks of the year.

At the start of 2020-21, all of our shops were closed as the country was in a lockdown to prevent the spread of Covid-19.

It was a difficult time for all of our shop staff and our volunteers, for whom we know their role is so important. We made use of the Government's furlough scheme, and redeployed staff where we could to other roles within the organisation, including the main reception at the hospice, in the kitchen and assisting our porters.

### A successful re-opening

When the first lockdown ended, on 14th June, we were overwhelmed by the generosity of our community as we saw queues of people both wanting to donate their good-quality items and waiting to get into our shops to find a bargain. We saw record-breaking income across all of our shops.

Despite the challenges of 2020 we were able to open two new shops, in Thornton and Cleveleys, to raise funds and awareness for Trinity Hospice, Brian House and our family of services.



## Government support

**80p in every £1**

raised for both Trinity and Brian House in 2020/21 went directly to **patient care**

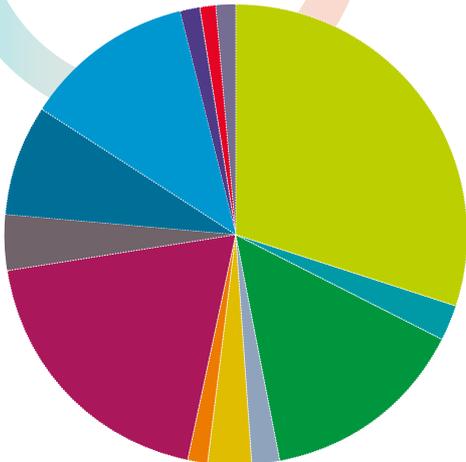
During the pandemic, the Government recognised the important role hospices play and we were classified as an essential service alongside the NHS and other healthcare providers. Emergency funding was provided, through Hospice UK, to enable hospice services to continue and provide enhanced support for the NHS.

Without the Government support and the unexpected increase in legacy income from the previous year, we would have experienced a deficit budget of £1.9 million due to a decline in fundraising, trading, and investment activities.

Now this funding has come to an end and whilst we work towards re-building our fundraising and retail activities following the pandemic, we are forecasting a deficient budget for the next three years.

# Expenditure

**TOTAL**  
**£9,773,927**



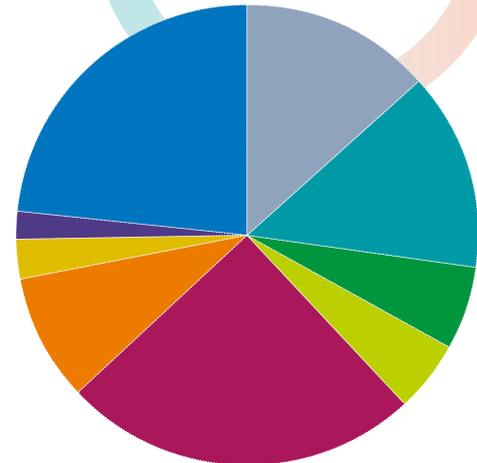
01	Adult In-patient Unit	£2,939,430
02	Day Therapy Unit	£243,306
03	Brian House	£1,409,139
04	Lymphoedema	£188,202
05	Linden Centre	£312,751
06	Learning & research	£142,381
07	Clinical Nurse Specialist team	£1,875,024
08	Hospice at Home	£376,173
09	Fundraising staff, support and establishment costs	£764,636
10	Trading costs	£1,152,915
11	Lottery	£137,399
12	Investment management costs	£102,292
13	Governance costs	£130,279

# Income

Financing our care

**TOTAL**  
**£11,475,948**

01	Donations (including Friends groups)	£1,542,023
02	Legacies	£1,593,289
03	Shops	£674,775
04	Lottery	£581,749
05	NHS (CCG)	£2,848,327
06	Other funding and income	£1,038,247
07	Investment income	£305,436
08	Department of Health	£219,394
09	Government grants relating to Covid-19	£2,672,708



# Looking ahead

## Building on our successes

### Making a plan for the future

Over the last 12 months we have had to quickly adapt and change our working models to best support the needs of our patients and those in our community, and we are now working on a number of new initiatives to complement the successes we have seen in these areas.

These include extending our community and hospital Clinical Nurse Specialist teams to a seven-day service, the flexibility of admissions onto our In-patient Unit to support our health and social care colleagues on the Fylde coast and the increased support to local care homes.

We are looking forward to working with our local partners to trial a single point of access pilot for those who require specialist palliative care, which would make it far easier for those in our community to reach the right healthcare providers quicker.

We are looking forward to welcoming the first patients to use our new Living Well Service – a one-stop shop for everything they need from the point of diagnosis, in the way they choose to receive it. We will be able to support people right from the start of their palliative journey with care, advice and support in what can be a frightening and lonely time. Our Living Well Service can be accessed virtually or in person, when the time is right for us to open up our doors to day patients once more.

## Empowering our colleagues

### Building resilience and flexibility across teams

The anticipated growth in the UK population over the coming years will have a major impact on health and social care across the UK. As a hospice, we need to be flexible, adaptable and responsive in order to respond to the short-term challenges as we emerge from the pandemic and meet the long-term challenges as we care for more patients and families in our growing population. By supporting our clinical and medical colleagues, we will build and enhance our ability to flexibly respond to where the pressures are greatest, whether that be in the community, hospital or in the hospice itself.

Through access to training and development, provision of emotional and wellbeing support and ensuring our staff facilities are fit for purpose, we will support staff across all our services and departments to flourish in their roles. We will work together to build skills and knowledge, grow confidence and create a successful workplace for our mission to continue.



Looking ahead

## Reaching more children

### Enhancing community and at home care

The last 12 months have given us the opportunity to meet some of our area's most fragile children and their families at home, allowing us to continue to provide the care and support they need whilst they were still isolating through the threat of Covid-19.

We've also been able to meet our very special families earlier in their diagnosis, including pre-natal, thanks to links we have strengthened with healthcare providers in our community in a new outreach service.

It is thanks to these new ways of working that we have been able to welcome new families into Brian House, helping them to access all the support we are able to offer with our local partners, no matter where they are in their child's journey. We are looking forward to developing and extending our work so that we can reach every life-limited child and their family in our community.

## Celebrating volunteers

### The keystone of Trinity

Trinity Hospice only exists thanks to the generosity of more than 800 volunteers, who work alongside our staff to deliver our vital care, provide compassionate support and raise funds and awareness throughout our hospice, in our charity shops and across the community.

Unfortunately, our events not taking place and our shops being closed during national lockdowns, as well as the need for us to protect our volunteers, patients and colleagues working on the front line by restricting the capacity in our hospice, many of our volunteers have had to stay away during the pandemic.

As volunteers start to return, we are delighted to see so many familiar faces return and we look forward to welcoming more back, while we continue to grow our volunteer base to help support our ambitious plans and new services.

## Focusing our fundraising

### To support today's and tomorrow's patients

As we went to press, some of our fundraising events were re-starting but, whilst Government restrictions have been lifted, we know it will be some time before our activities and income return to pre-Covid levels. Our fundraising priorities are to continue supporting all those who generously choose to fundraise for us, whilst planning some new and exciting events and activities the community can get involved with.

Our financial priority is to raise required funds to cover our day to day expenditure, however our Fundraising Team, alongside the Board of Trustees, Management Team and wider hospice colleagues will also work towards raising sufficient funds to ensure that we are able to provide our vital services to future beneficiaries and their families. Through careful investments into new activities, raising awareness and building our profile across the Fylde coast, we aim to reduce our expected annual deficit by 2024 and develop our Brian House activities to enable our dedicated children's hospice to be financially independent, whilst still very much part of Trinity's family of services.

## Retail ambitions

### To enable growth & wider support

Our shops and retail activities play a significant role in enabling our care and raising awareness, as well as providing good quality items at affordable prices to the many communities we serve and through *reselling, upcycling and recycling*, protect the environment with reduced carbon dioxide emissions. Our future plans are to open two more shops in areas where we believe our presence can provide a much needed local service, complementing the current high street, whilst investing in new products, shop refurbishments and improving waste.



## Trinity Hospice & Palliative Care Services

Low Moor Road, Bispham, Blackpool FY2 0BG  
Tel. 01253 358881 Web. [www.trinityhospice.co.uk](http://www.trinityhospice.co.uk)

Registered Charity No 511009



**Trinity  
Hospice**

*Compassion and care*

Some of the picture inside this publication were taken before Covid-19. All PPE and social distancing requirements have been followed throughout the pandemic.