Willow Burn Hospice
Quality Accounts 2011-2012

~ Treasuring Life ~

www.willow-burn.co.uk
Chief Executive Statement

On behalf of myself and the Board of Trustees, I would like to thank all of our staff and volunteers for their achievements over the past year. Despite the current turbulent economic climate, the hospice has continued to provide high quality services to an increased number of patients and remains financially sound, thanks to generous support from our local community of individual and corporate donors as well as grant giving organisations.

Quality is high on the hospice agenda and ever since Willow Burn Hospice’s inception it has always had an excellent reputation for delivering high quality services. As proof CHKS accreditation was confirmed for the first time in September 2011 and Willow Burn Hospice was commended in the following areas:

- The senior management team for their visionary thinking and ability to motivate.
- The translation of the commitment of the trustees into engaging the local community in fund raising activities for the hospice.
- The enthusiasm of the fund raising team and their approach towards fund raising in an economically deprived area.
- The outstanding teamwork between clinical and non clinical members of staff.
- The search engine optimisation training for all senior managers and the hospice website which is very informative.
- The comprehensive risk register which is familiar to all staff.
- The comprehensive medicines management policy which relates specifically to hospice arrangements.
- The dynamic management of the volunteers which ensures that they are kept informed and engaged with hospice developments.
- The discharge planning by case conference involving all appropriate community staff.
- The weekly multidisciplinary team meeting with all members of local palliative care services.
- The quality of goods and commitment of staff and volunteers working in the shops in Consett and Stanley.

Willow Burn Hospice is committed to seeking continuous quality improvement at all levels of the organisation and to demonstrate the determination and commitment of the Board of Trustees, members commenced a period of development in December 2011, facilitated by the CASS Business School City University London (funded by the Monument Trust via Help the Hospices). Assigned Champions from our Board of Trustees now lead strategic working groups that focus on every aspect of charitable healthcare activity.

Again this year, our regulators have assessed the treatment and care provided by the hospice as being of high quality. Following a CQC inspection in November 2011, the Care Quality Commission identified no shortfalls in the services provided by the hospice. This is a tribute to the hard work of every member of staff working for Willow Burn Hospice. The hospice has a culture of continuous quality monitoring, in which any shortfalls are identified and acted upon quickly. The safety, experiences and outcomes for patients and their families are of paramount importance to us all at Willow Burn Hospice.

I am responsible for the preparation of this report and its contents. To the best of my knowledge, the information reported in this Quality Account is accurate and a fair representation of the quality of healthcare services provided by our hospice.

Helen Mills | Chief Executive
24th May 2012
Looking forward: Priorities for improvement 2012 - 2013

Priority 1 - The introduction of a staff and volunteer engagement programme

Whilst the values of the hospice are reflected in Willow Burn Hospice’s Statement of Purpose, the recently identified and distilled raison d’etre ‘Treasuring Life’ has meant changes have been made to Willow Burn Hospice’s core values and principles which need to be embedded across the entire organisational structure.

The sharing of the values of the hospice may become more effective with the planned development of opportunities for staff to understand the roles of others across departments. Whilst as part of the induction process staff gain information from a variety of individuals as to their roles and responsibilities within the hospice, staff will also be given the opportunity within the first six months of employment to work alongside other disciplines, outside of those that they will regularly encounter, therefore engendering a better understanding of the hospice as a whole.

In February 2012, the clinical team took part in a facilitated creative engagement workshop. Participants were asked to create a collage that best captured their thoughts and feelings about working at Willow Burn - the values and beliefs underpinning their work as well as what they saw as future developments and consider the impact that this might have on them as a practitioner.

Performance will continue to be monitored through an annual appraisal system but with a greater emphasis on bringing together the individuals goals with the organisational goals through the development of key performance indicators.

To support staff with the delivery of improved quality, Action Learning Sets are to be developed to provide a space for reflection and creative thinking.

The model to be offered is based on the concept of a Community of Practice (CoP). CoPs are groups of people who share a passion and/or concern for something they do.

The idea is simple but requires participants to actively engage in discussions with the intent to learn and develop through their participation in the sessions. Sessions are time limited and are focussed on particular issues/projects that require action. Once an issue has been addressed membership of the group can be reviewed and either new groups set up or membership of the group altered. Issues to be discussed are decided by the group not the facilitator and are about action not just discussion.

The session will be held off site from the hospice to ensure as little interruption/distraction as possible and will be a mix of clinical, therapy and support staff to ensure issues discussed are focussed on professional practice and the organisation not personalities and/or operational issues that ought to be addressed with line managers.

Below is a list of activities that might be considered within the sessions:
- Problem identifying and solving
- Information requests
- Service developments
- Knowledge sharing
- Exchange of experience/expertise

In addition to Action Learning Sets all staff are to be guaranteed a minimum of monthly supervision (3 monthly for part time staff) and support which will then be monitored through audit.
In the past two years Willow Burn Hospice has held development days with staff representation from all areas of the hospice, volunteers, service users and our corporate partners. These have been instrumental in identifying areas for quality development.

All staff will continue to be given protected time to engage in quality improvement activities. Lead roles and responsibilities require further development for clinical staff, for example the creation of a lead role to act as a quality champion at direct patient care level. All teams are to be supported in the development of Quality Improvement Plans (QIP) which will identify agreed actions to address a number of quality criteria. Quality Improvement will be added to the Clinical Governance Meeting Agenda as a permanent item for discussion.

A Leadership Development Programme will be introduced which focuses on business objectives to deliver quality, improve team dynamics and leadership. External support to deliver the leadership programme across the whole organisation will be sourced and appointed.

Finally, it was identified as part of Willow Burn Hospice’s CHKS review that the hospice did not undertake regular staff and volunteer surveys as a means of gaining an insight into staff/volunteer engagement with the organisation. A staff survey will be developed to improve engagement and will gather information relating to the quality of the work and patient care services delivered. Levels of staff satisfaction and the number of staff able to contribute to improvements in the workplace would also be monitored through this approach. A similar survey will be designed for the purposes of measuring volunteer engagement.

Measures:
- Treasuring life embedded into induction programme
- Annual appraisal becomes key performance indicator for line managers
- The development of action learning sets
- Lead quality champion roles to be allocated to clinical team
- QIP to form part of staff meeting agenda
- Progress against QIP objectives to be reported to Clinical Governance Groups
- Leadership Programme to be introduced
- Staff Survey to be designed and implemented
- Volunteer Survey to be designed and implemented
Priority 2 - Data collection - a recording system to be put into place for the management of patient care data

Willow Burn Hospice has made substantial investment in ICT hardware and software in the last few years. The hospice has purchased two servers from which data is stored, transmitted and transferred concerning all aspects of service delivery including direct patient care and fundraising. The SQL server hosts two database packages, one for fundraising (Raisers Edge - Enterprise) and one for HR (Simply Personnel) practices whilst the day to day server hosts a bespoke patient care database and all other application software of which all is maintained by a local ICT company.

Data collection
Willow Burn Hospice has had a separate server installed by the NHS for N3 connectivity which would allow clinical staff to interface with the NHS intranet system and SystmOne patient care database package. The installation of the hardware was at no cost to the hospice but ongoing licensing costs will be expected to be picked up by Willow Burn Hospice. Willow Burn Hospice has experienced the stalling of the final implementation of N3 connectivity by the NHS due to a lack of allocated resources. Without this package SystmOne will not be available for installation which reduces the opportunity for effective use of patient care data and its analyses across the interface between the NHS and Willow Burn Hospice.

Unfortunately, Willow Burn Hospice has been advised by County Durham NHS Commissioners that their clearly defined strategic objectives within the palliative and end of life care strategy will not be delivered for Willow Burn Hospice within the expected time frame. Due in part to the lack of resources available or rather, diverted resources and Willow Burn Hospice’s plans to build a new resource the expectation is that installation will only occur once the new facility has been built.

This presents challenges as data is collected for NMDS, Commissioning of Services, and CQUIN measures and the current database does not allow for the efficient collection of this data.

Therefore alternative solutions are planned for with the development of a specific job function for data capture and analyses across all aspects of care including patient safety, clinical effectiveness and the patient experience. Progress will be monitored by the Clinical Governance Working Group with a view to being able to measure impact to ensure effective high quality care is being provided.

Measures:
- Audit current systems and data captured
- Compare with data required (NMDS, Commissioning data requirements and CQUIN measures)
- Gap analysis
- Create revised database
- Train staff on the usage of database and any new systems created
- Implement new system
Priority 3 - To build a world class hospice facility

The current hospice building is a detached old hospital ward which was part of an old (circa 1930’s) isolation hospital situated on land that was purchased by Willow Burn Hospice in March 2011. The facility is based on a 10 acre site with various hospital and other buildings occupying the land, all of which are derelict and have remained empty for many years. The current hospice resource is not a purpose built facility and lacks some of the basics that patients have come to know and expect from services. Recent investments ensure that the facility meets Care Quality Commission accessibility and food preparation standards however; longer term it is recognised that the hospice will need to relocate its services to a purpose built resource on the basis that the existing facility is not in good physical condition and no longer meets operational requirements. Handling increased demand for services is extremely challenging with little flexibility in the way the building can be used.

Security has been an issue in recent months, car parking is currently provided on land owned by another stakeholder on the site. Inpatient privacy and dignity is compromised by the building in that the inpatient rooms do not have en-suite facilities. This means that female patients have to leave their room to access the toilet that is located in a nearby but busy public area of the hospice. The hospice running costs have increased substantially in recent years this in part is due to the requirement of a temporary boiler solution being installed as a consequence of a shared boiler having been decommissioned.

A new hospice facility would see the continuation of inpatient care and respite service but with an increased capacity of six beds, all of which would be accessible twenty four hours per day, seven days per week. Service re-design is currently underway within the existing hospice and will become fully operational within the new build.

Day Hospice services would include the scope for services to be accessible 7 days per week and will provide a wide range of activities based upon healthcare outcomes. Delivering clinical effectiveness has been built into the design of the new facility, so too has spatial efficiency. Adding value to the innovative service re-design will be the development of a well-being centre offering a range of complementary therapies that will enhance the patient and carer experience.

Willow Burn Hospice is passionate about treasuring ‘life’ in all its guises, including the planet and every attempt will be made to use green technologies, building methods and natural materials are proposed for the new resource. The new resource will be four times the size of the existing facility, but with just 25% increased utility costs as a consequence of using green technologies, the methods and usage of efficient building materials. Timber Panel construction methods will be used and by doing so will substantially lessen the construction time needed to build the facility.

The style of the resource will help it to blend in with the local countryside and all building materials will come from sustainable sources and be sourced locally wherever feasible. Restorative gardens and allotment spaces will be created to ensure that both the indoor and outdoor spaces have a therapeutic and energising value.
Planning consent has been granted for the new facility and Willow Burn Hospice has appointed a preferred contractor to build phase 1 of the development. Willow Burn Hospice must raise all the capital finances required to build the new facility and a fundraising programme has been designed and made easier to achieve by phasing the development. A further £193,500 needs to be raised before phase 1 can commence and as soon as this sum has been raised the building development will get underway.

Measures:
- To build phase 1
Statements of assurance relating to the quality of NHS services provided

The following are a series of statements that all providers are required to include in their Quality Accounts, however many of these statements are not directly applicable to specialist palliative care providers.

**Aim**
Willow Burn Hospice aims to treasure life by improving quality of life for those who have a life limiting illness and their families. And to offer positive support for every challenge they may encounter during the illness and to see death as part of life’s journey.

**Review of Services**
During 2011-2012, Willow Burn Hospice provided the following services through its main clinical areas listed below:

1. Inpatient Unit
2. Day Hospice Services
3. Hospice at Home
4. Family Support services
5. Specialist Lymphoedema Service

**1 Inpatient Unit**
The aim of Willow Burn Hospice’s inpatient unit is to control symptoms, relieve physical and/or emotional distress, provide respite care, embrace and support both patient and family members whilst maintaining their independence.

In 2011-2012, the four bedded Inpatient Unit cared for 132 patients. 78% of these patients had a cancer diagnosis with 22% having other life limiting illnesses including Motor Neurone Disease, end stage heart and renal failure. Average occupancy levels were 85%.

**Patient Testimonial**
“Thank you all for being so kind, giving my husband such care and devotion and giving to me piece of mind. Your loyal dedication is second to none; there is no one better to depend upon. It is good to know we can turn to steadfast and caring Willow Burn”

**2 Hospice at Home**
Hospice at Home is an integral component of palliative care, bringing the ethos and practical care associated with “Hospice” into the home environment and putting the patient and those who matter to them at the centre of care.

In 2011-2012, the H@H service cared for 70 patients, 31.5% of these patients had a non cancer diagnosis. In total the service undertook 171 visits, providing a total of 985 hours of care. Of the 37 patients who died, 70% remained at home in their preferred place of care.

**Patient Testimonial**
“We have found the carers very dependable, reliable and helpful with a friendly and caring manner for which we feel very grateful”

**3 Day Hospice programme**
Towards the end of this reporting year the Day Hospice changed its focus from a social model to a programmed rehabilitation model which aims to develop and maintain a high quality of physical, psychosocial and spiritual wellbeing, whilst helping patients reach their full potential.

In addition to this, the therapists run a six week Active Steps programme which is focused at those living with cancer who are actively trying to move forward and get on with their lives.
In 2011-2012, the Day Hospice programme supported 68 patients. There were 946 attendances with an occupancy rate of 67%. More recent service quantitative evidence has shown an increase in the number of patients supported and occupancy levels are significantly higher. The implication of this change is that more people are being reached across a wider sector of the community at a time when they need it most.

Patient Testimonial
“I love coming here, it is my lifeline. Everyone is so kind and the staff keep me fully aware of my condition. They are honest and I like that”

4 Family Support Service
The Family Support Service offers free, confidential, practical and emotional support/counselling for people who have been diagnosed or affected by the diagnosis or death of someone with a life limiting illness. This service is available to both hospice and community patients.

In 2011-2012, the FSS supported 184 people. 130 counselling sessions were delivered and 740 telephone contacts made.

Patient testimonial
“Counselling has helped me in so many ways and I certainly never thought it would at the beginning. Thank you for being with me as I struggled to come to terms with losing Mum. You were always prepared to listen or just be with me while I cried. I feel like I’ve come a long way and thank you for helping me on my journey.”

5 Specialist Lymphoedema Service
The Lymphoedema Service provides management, advice and support to patients with limb, trunk, neck or facial swelling, with the aim of enabling patients to manage their long term condition in an effective manner using best practice.

In 2011-2012 the service supported 69 patients through the delivery of 193 appointments.

Patient testimonial
“I have found the clinic and its staff a great support. They are always willing to listen, advise and encourage and instil confidence. Their wealth of expertise enables me to live a life of quality learning not just to cope with my limitations but rise above them”

Willow Burn Hospice has reviewed all the data available to it on the ‘quality of care’ in all of the above services.
Income generated
The income generated from the NHS represents approximately 38% of the overall running costs of the hospice.

Participation in Clinical Audits, National Confidential Enquiries
During 2011-2012, there were no national clinical audits or national confidential enquiries covering NHS services relating to palliative care. Willow Burn Hospice only provides palliative care, therefore were ineligible to participate.

Local Clinical Audit
Clinical audits have taken place within Willow Burn Hospice; these form part of the annual audit cycle programme. The monitoring, reporting and actions following these audits ensure the delivery of safe effective practice, enhancing the patient experience. All audit reports are discussed; action plans shared at clinical staff meetings and clinical governance meetings and are then shared with the Senior Management Team and Board of Trustees.

The programme includes the following 4 audits:
- Infection control
- Patient records
- Medicines Management
- Environmental

a) Infection Control Audit
The audit tool used focuses on the ‘Code of Practice’ for health and adult social care on the prevention and control of infections under The Health and Social Care Act 2008. This sets out the ten criteria against which a registered provider will be judged on how it complies with the registration requirement for cleanliness and infection control.

This audit was carried out by County Durham & Darlington NHS Trust Infection Prevention Control Team. It is designed to enable hospice staff to monitor their compliance with infection control standards and policies, thereby reducing the risks of healthcare associated infections and ensuring patients are cared for in a safe, clean environment thus enhancing their care experience.

The action plan identified minor issues which were addressed. The main area of concern related to the laundry facilities which it was recognised were difficult to address due to the limited space within our dated facility. A new washing machine with a sluice cycle has been purchased and fitted.
b) Patient Records Audit
A monthly audit of nursing records is carried out on five sets of notes of discharged patients utilising the CHKS Standard 22, Health Records - Hospice Services Audit Tool. This examines patient and carer details, clinical information and record entry with the aim of determining compliance with the NMC guidance for record keeping.

Overall compliance is good with the exception of obtaining patient/carer consent for the health record to be used in clinical audit and/or quality audit projects. Following discussion at a staff meeting, it was agreed that the repositioning of the form to a more prominent place within the record would facilitate compliance in this area.

c) Medicines Management Audit
To ensure patient safety and clinical effectiveness, Willow Burn Hospice utilises the medicines management audit tools developed by Help the Hospices which includes:
- Management of controlled drugs
- Management of general medicines
- Self administration of medicines
- Medical gases

Overall, compliance is good with the exception of challenges regarding the storage of oxygen cylinders in a very restricted facility. Following changes to the storage space within the facility the oxygen cylinders were relocated.

d) Environmental Audit
This audit looks at the patient environment standards of cleanliness including the state of repair of the building, furnishings, lighting and electrical equipment, all of which impact on the patient safety and overall experience.
- This audit is carried out by asking various members of staff and volunteers to complete the tool within different areas of the hospice giving a rating of 1 - 5 ranging from unacceptable to excellent. The results are collated and utilised to identify areas for improvement which are then fed in to the maintenance and repair programme.
Research
The number of patients receiving NHS services provided or subcontracted by Willow Burn Hospice in 2011-2012 that were recruited during that period to participate in research approved by a research ethics committee was: None. The hospice does however have a research policy in place should the opportunity arise.

Use of the CQUIN payment framework
Willow Burn Hospice income in 2011-2012 was not conditional on achieving quality improvement and innovation goals through the Commissioning for Quality and Innovation payment framework. Being a third sector organisation, Willow Burn Hospice was deemed not eligible to participate in this scheme during the reporting period. Goals however are in the process of being set by the Commissioners for the period 2012-2013.

Periodic Reviews by the Care Quality Commission
Willow Burn Hospice is required to register with the Care Quality Commission and its current registration status is ‘unconditional’ which means there are no conditions attached to its registration. The Care Quality Commission has not taken any enforcement action against Willow Burn Hospice during the 2011-2012 period.

Willow Burn Hospice is subject to a periodic review by the Care Quality Commission and the last unannounced inspection took place in November 2011. The review of compliance report dated January 2012 confirmed the hospice was meeting all the essential standards of quality and safety.

This process involved the CQC reviewing all the information they hold about the hospice, observed how people were being cared for, looked at records of people who use the services, talked to staff and to people who use the services. In discussion with the CQC inspector, patients said they were more than happy with the service provided. They said that they were fully consulted about all aspects of their care, treatment and support needs.

Data Quality
Willow Burn Hospice did not submit records during 2011-2012 to the Secondary Users Service for inclusion in the Hospital Episode Statistics which are included in the latest published data. Willow Burn Hospice is not eligible to participate in this scheme.

However, Willow Burn Hospice does submit data to the Minimum Data Set (MDS) for Specialist Palliative Care Services collated by the National Council of Palliative Care on a yearly basis, with the aim of providing an accurate picture of hospice and specialist palliative care service activity.

The second of Willow Burn Hospice’s priorities for the 2012-2013 period is to implement a recording system that will enable the hospice to improve the overall quality of data collection. It is anticipated that this will enable the hospice to measure impact effectively and thus demonstrate high quality care.

Clinical coding error rate
Willow Burn Hospice was not subject to the Payment by Results clinical coding audit during 2011-2012 by the Audit Commission.
Quality performance overview - Review of services

Willow Burn Hospice has not previously submitted Quality Accounts; however the following service developments demonstrate its commitment to improving the patient experience while delivering safe effective clinical care.

- Day Hospice Services
- Family Support Services
- Comparative Health Knowledge Systems (CHKS) Healthcare Accreditation and Quality Unit Accreditation Standards for Hospice Services

Day Hospice Services
In October 2011, in line with Willow Burn Hospice’s Clinical Services Strategy, the service changed from a social model of care to one focussed on rehabilitation. The aim of the rehabilitation model is to enable patients with life limiting conditions both cancer and non cancer to maximise their full potential.

Willow Burn Hospice Day Services have developed a therapy lead rehabilitation programme using the Lebed Method and other therapeutic activities.

The Lebed Method is “a therapeutic movement program for people with any type of chronic illness, such as cancer, arthritis, MS or fibromyalgia.” (Flynn A, 2009) The programme uses innovative movements combining, “stretching with gentle movements from jazz, dance and ballet.” (Lebed Davis S, 2002). The routines that are designed by the therapists who undertook a specific and extensive training course to become instructors use various types of props, such as hats, canes, feather boas, scarves and maracas. Using these props serves a dual purpose, to add an element of fun and to increase strength and function.

The Willow Burn Hospice Therapy Team has created a therapeutic day service programme offering a variety of activities such as sessions on tai chi, creative writing, art, complementary therapies and other therapeutic games.

The programme has substantially enhanced healthcare outcomes for patients in the areas of their physical, psychological and general wellbeing. This flexible service enables both cancer and non cancer patients to access multiple activities on a sessional basis to suit their individual interests and goals. Although day services are run primarily by the Therapy Team the service is supported by a dedicated team of volunteers, patients are able to access other multi-disciplinary professionals, such as staff nurses and a GP with Specialist Interest in Palliative Care.

As day services run on a rolling 12 week programme, patients complete the adapted Mykaw outcome measures with the Physiotherapist or Occupational Therapist, setting two specific, achievable goals, which can be measured upon their final assessment.
Following a completed programme, suitable patients can be signposted to other local facilities or they can access a six week Active Steps outpatient group run by the hospice. This group was set up as a self referral group for both cancer and non cancer patients. The group is focused around the Lebed exercises, information sessions are also offered on Breathlessness Management, Relaxation, Macmillan Working with Cancer Service, Nutrition, Massage and Foot care issues. Due to the success of the Active Steps programme, patients have requested an advanced Lebed method class on a weekly basis, which has also been extremely successful.

The Willow Burn Hospice Therapy Team has shared best practice with other local hospices and schools, who are now awaiting their Lebed Method training.

Patient Quote
“Thank you for the exercises, for the friendship, for fun and laughter and all the hard work.”
**Family Support Service**
Willow Burn Hospice Family Support Service (FSS) was set up in March 2010 and is part of a consortium established with three other hospices in County Durham delivering a family support model advocated by NICE (National Institute of Clinical Excellence). The FSS is accessible in various locations within the Derwentside community, including the hospice and offers free confidential support, advice, information and counselling to anyone who has been affected by the diagnosis or death of someone with a life limiting illness.

The service is based on the chosen Family Support Model which is an evidence based model offering a range of support to individuals or families including emotional support, advice, information, education and sign posting. This is a psychosocial approach that draws on a wide range of interventions and approaches.

Counselling skills and person centred principles are evident throughout the psychosocial approach. Each individual or family are offered a holistic package of care designed around their specific needs. The service is entirely flexible and can range from a one off meeting to a longer course of support.
Who has been involved?

Chief Executive Officer
Senior Management Team
Clinical Services Manager
Business Support Manager
Capital and Corporate Fundraising Manager

Income Generation Lead
Volunteer Services Manager
Volunteer Representative
Board of Trustees

Statement provided from commissioning PCT

‘Many thanks for sharing your quality accounts for 2011/2012 for Willow Burn Hospice. NHS County Durham and Darlington (NHSCDD) welcomes the first quality account from Willow Burn Hospice.

As a commissioner of services at the Willow Burn Hospice, NHSCDD is pleased that the hospice has shared their quality account. This demonstrates their openness and commitment to drive continuous quality improvement.

NHSCDD is happy to see the work being undertaken in that past year by the hospice to improve the quality of care delivered to patients and their families and carers. The external and national recognition and accreditation also demonstrates the commitment by the hospice to improve the patients and carers experience. Other improvements and reviews include day hospice services and family support services.

Participation in national clinical audit was not possible as the programme does not include hospice care settings at this stage local clinical audit activity includes infection control; medicines management, patient records and environment.

Priorities for 2012/2013 include a comprehensive programme to engage staff and volunteers; improvement to data quality and collection that will improve clinical communication and replacement facilities.

Having reviewed the information in the quality account against the information NHSCDD has on the areas covered, NHSCDD can confirm that the information provided in the quality account is accurate.

NHSCDD is pleased to work with Willow Burn Hospice in the coming year to improve the quality of services it offers to patients, families and carers. This programme will include maintaining dignity through eliminating same sex accommodation’ and achievement of commissioning quality and innovation (CQUIN)’.

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Willow Burn Hospices’ Running Man - 10 half marathons, 10 different countries in 10 months.

Cheque presentation with the Golden Lion funds raised from Hadrian’s Cycle Ride Challenge.

Willow Burn Hospice working with The National Gamekeepers.

Willow Burn’s own physiotherapist raising thousands from a Lake & Fell Challenge.
Volunteering

In the last financial year, Willow Burn Hospice volunteer service has had some fantastic achievements.

Willow Burn Hospice has seen 45 new volunteers recruited in this financial year. For any organisation of the hospice’s size this is a staggering number of volunteers, for Willow Burn Hospice it provides a wonderful opportunity. Each new volunteer brings their knowledge, experience and their own unique contribution. In the last 12 months alone there has been an influx of new fundraisers, administration assistants, complementary and holistic therapists and a data manager - all of whom are gifting their time which is critical to the success of Willow Burn Hospice.

Just as important as attracting new volunteers is retaining and supporting existing volunteers, the core, the foundation and to date over 170 volunteers are on Willow Burn Hospice’s records. These are treasured individuals who on a daily, weekly, monthly and annual basis selflessly donate their time to our cause. Whatever the weather, whatever their circumstance, they can find time to support Willow Burn Hospice.

February 2012 saw 3 year’s BIG (Big Lottery) funding come to an end. In 2009, funding was secured from the national lottery’s charity to fund a full time manager and a volunteer service budget. Over the years this project has seen 81 volunteers receive training, 80% of surveyed volunteers reporting an increase in their self-esteem and 90% of surveyed volunteers feeling more involved in their local community as a direct result of volunteering for Willow Burn Hospice. These are impressive statistics in themselves but, in addition the project has also seen the development of start-up, annual and leaving volunteer questionnaires, the introduction of monthly ‘huddles’ (informal meetings for volunteers) and volunteer time sheets.

Volunteer time sheets were introduced in January 2012; this allowing the number of hours and the type of skills volunteers are donating to Willow Burn Hospice to be tracked. Between January and March Willow Burn Hospice volunteers donated, on average 200 hours per week. In those 12 weeks, more than 200 hours were donated to administrative support, more than 400 hours were donated to day hospice services and 1700 hours donated to retail outlets including two shops, eBay sales and the tea bar.

These numbers are staggering, as is the calculation of the value of these hours. In total so far, volunteers have donated 2400 hours, when comparing donated hours with the industry standard hourly wage for their individual skills it is astounding to find that these hours could have cost Willow Burn Hospice £18,013.94 had it not been for the kindness and selflessness of the volunteers. Using these numbers as an average to calculate the hidden ‘costs’ behind volunteering, Willow Burn Hospice expects voluntary hours for the 2012 calendar year to equate to £72,051. This is a very modest estimation based on the 1st quarter of the year being the quietest period; the actual figure is likely to be higher than this.

What Willow Burn means to volunteers

"Willow Burn To Us" – By Volunteers - Ian, Kathy and Sylvia
In the last year, like previous years, Willow Burn Hospice couldn't possibly put a price on volunteering, they are priceless and these monetary values represent such a small part of the generosity, kindness and dedication of the volunteering team. Each and every one of the volunteers, voluntary hour or skill is a gift, a gift to be treasured the way Willow Burn Hospice treasures life.

Volunteer testimonials

“I work in one of the shops, helping support a student on work experience. By working in the shop I am helping fund the work of Willow Burn Hospice. Also, by helping support the student, who is living with a form of autism, I am helping Willow Burn to reach out to the wider community.”

“Volunteering at Willow Burn has become one of the most important contributions I have to offer and I feel I have developed in skill and confidence thanks to you.”

“Working with Willow Burn has helped increase my confidence and self esteem by getting back into the working environment/meeting and working with people, after a long period of unemployment.”
**Income generation/fundraising**

In recording an account of the hospice’s activity over the recent year, recognition has to be given to the raising of the additional 62% of finances that contributes to the running of the hospice year on year. Fundraisers face a massive challenge in attracting and embracing community groups, individuals, companies and other organisations in a bid to raise funds to ensure the hospice retains its financial sustainability.

The following information gives a taste of the work being done by staff to raise funds for Willow Burn Hospice.

**Community Fundraising**

Given the economic climate, community fundraising within the local area during the period of this report has been an ‘unknown’ and might have been an enormous challenge if it had not been for the continuous displays of support offered by individuals and groups, confirming the place Willow Burn Hospice holds within their hearts and the high respect it has earned.

Examples of this are many and varied stretching across a massive spectrum, highlighting the efforts made by:

- Two young girls aged eleven and thirteen who ran five miles on one of the coldest days of the spring to raise £200
- A member of staff and her friends who faced the challenge of a ten day walk in the Lake District covering 120 miles of fell and mountain terrain subsequently raising £7,500
- Fifty runners who took part in the Great North Run 2011, raising nearly £11,000
- Members of a local golf society who raised £3,500 during their annual charity golf event
- A class of children at a junior school who raised £32 by way of a jelly eating competition (with chopsticks!)
- A small chapel holding a tea-time event that raised £276
- Seventeen customers of a local pub who cycled the Hadrian’s Cycle Way and raising £2,700
- An exercise coach who organised a Zumbathon and raised over £1,500
- A local cricket club that raised £5,000

A review of collection boxes in April 2011 identified weaknesses in procedures that instigated a new, auditable and more efficient process. Although still a ‘work in progress’, the introduction of new practices has led to an increase of 70% in collection box monies over the last financial year.
In Memory funds, IMO
Willow Burn Hospice has seen a rise in the number of donations made in memory of both those whose lives are touched and members of the community previously unknown to us. It is touching to be the recipient of gratitude and support at such a difficult time in the life of a family. Each year Willow Burn Hospice hosts a Light up a Life, (LUAL), remembrance service for those whom the hospice has helped. It is a moving time and one which has remained a constant in the hospice’s fundraising calendar. In December 2011, for the first time, a Tree of Remembrance was placed in the foyer of our local Matalan store and opened up the opportunity to the entire community to write a message on a Willow Burn Hospice bauble and make a donation. Willow Burn Hospice had the support of the Matalan team and were sponsored by our local Garden Centre and IKEA. The response was overwhelming. Some of the messages were funny and others emotionally difficult to read. It demonstrated an unmet need in the communities serviced by the hospice and are seeking to expand upon this in the coming Christmas season by adding a second tree in another community location.

Treasured Gifts
In June 2011, Willow Burn Hospice unveiled a range of spa and pampering products. The products have been developed across two ranges - Indulgent Almond and Uplifting Tea Tree and Lime, designed to offer individuals the opportunity to take time to treasure themselves. The ranges come in Willow Burn Hospice’s distinctive green branding and have been developed with two North East suppliers to create environmentally friendly products, harnessing the power of aromatherapy and natural ingredients.

Retail and Tea Bar
A traditional charity shop in Stanley and a Book Shop in Consett they provide outlets for selling donated goods within the community from which they were gifted. The presence on the high street also ensures that awareness of hospice services is maintained and enhanced wherever possible. eBay sales are managed from the Stanley Shop and a small selection of merchandise is also sold from both outlets. Using volunteers to staff both of the shops helps to keep the overheads to a minimum and ensures that funds raised are directed back into patient care.

The Tea Bar operates within the Consett Magistrates Court and offers a refreshments service for the community delivered by volunteers. All sums raised via the Tea Bar are reinvested into patient care services delivered by Willow Burn Hospice.

Trusts and Legacies
For the last three years Willow Burn Hospice has run a Make a Will Month campaign with a cohort of supporting solicitors. Positive results are beginning to materialise from this and feed into our legacy programme.

Trust fundraising is an important element in supporting core activities and expanding services. The difficult economic climate has made trust and foundation fundraising even more challenging as increasing numbers of organisations compete for the finite resources of foundations. However, Willow Burn Hospice is maintaining income levels and supporting new initiatives by sound research and solid applications.
**Willow Burn Hospice Events**

Despite the challenge of scant resources, the hospice prides itself on arranging and running its own Willow Burn Events Diary. Events are planned by a team of staff working across all service areas that include: nurses, fundraising, management and administration. On the day, the events are run with the invaluable help of volunteers steered by members of the planning team. The activities on offer have a broad appeal, attracting: families, sporting individuals, women’s groups, past supporters of Willow Burn Hospice and new and interested parties.

During 2011 and into the early part of 2012 Willow Burn Hospice has continued to raise funds through the production of good quality promotional material, better identification of our target groups, the organisation of activities that have national profiling such as the Royal Wedding and St Patrick’s Day and the strengthening of partnerships to maximise our selling ability.

**Corporate Fundraising**

Willow Burn Hospice began interacting with the business community in 2007 and has improved both the quality of the interactions and the quantity over the years.

Always looking for imaginative ways to work with the business model of Willow Burn Hospice donors and partners and can highlight some charity firsts; from www.trucking4willowburn.co.uk; a 44 tonne Mercedes Actros earning £0.15 for every mile it travels to being the recipients of the first ever flat racehorse to be gifted to a charity; Willow Burn Wisp.

In the past ‘year’ a commercial partnership has been developed with a recruitment organisation that is taking Willow Burn Hospice into companies geographically distant from traditional hospice supporters. Expanding awareness and presence is an important feature of the hospice’s work and marketing the hospice’s services and campaigns is becoming a much more of an everyday feature using networks such as the NECC, North East Chamber of Commerce, social marketing, specifically Twitter and Face book and working with business sectors that have both ability and propensity to support one or more of the hospice’s campaigns.

It is vital to be able to articulate what it is that makes Willow Burn Hospice so precious and why people will think ‘why wouldn’t I’ and not ‘why should I’. To get to that position the hospice has worked with one of the most successful commercial organisations on the planet; Proctor & Gamble who have been influencing purchasing decisions since 1837. A Research Professor from R & D helped guide Willow Burn Hospice through a process to define the hospice’s Equity branding, the distillation of Willow Burn Hospice which echoes around us and shapes every interaction. Willow Burn Treasures Life and this resonates with everything that the hospice does and including how fundraising is approached.
The Capital Fundraising Campaign

The Capital Campaign, planned around the Compton model of peer to peer network ask, has progressed to include a Capital Campaign Board. These individuals, a mix of trustees and influential supporters, are working together on the overall plan and individually on campaigns designed to feed in funds to match the build programme.

Willow Burn Hospice secured funding from Social Enterprise Investment Fund, SEIF, to buy the 2.2 acres needed for the new hospice development.

In the last year Willow Burn Hospice has been supported by a number of organisations new to the hospice who demonstrate the importance of extending network outwards. The National Gamekeepers Organisation held their annual shoot on the Lambton Estate. They nominated Willow Burn Hospice as their charity for the weekend event. In addition the annual shoot hosted by David Gray of GCS Grays also made a substantial donation towards the capital campaign.

The Earl of Durham generously hosted the first Lambton Run in May, with Willow Burn Hospice being one of two charities chosen to organise and benefit from the event. This is set to become an annual event and Willow Burn Hospice has retained involvement as a key part of the team delivering a highly successful day in the local running calendar.

It is interesting to follow the progress made in relationships with both individuals and companies; the journey is often personal and demonstrates growing commitment and involvement. Nigel Cook, the MD who gave Willow Burn Hospice ‘Trucking4Willowburn’ is a shining example. Nigel has become an integral part of Willow Burn. Having gifted a truck he went on to run the Great North Run for Willow Burn, twice. Following this he took on an incredible personal challenge in support of the capital campaign; he chose to run 10 half marathons in 10 months in 10 different countries. This took him from minus 6 degrees in Norway running in the dark on ice to plus 25 degrees in Marrakech the following month. He is still running and using this as a means of engaging his network in support the hospice as well as team building inside his company. Willow Burn Hospice was delighted to be able to give something back when he was successfully nominated to be one of the runners carrying the Olympic torch for the work that he has done with Willow Burn Hospice, which he will do on the 16th June.

Willow Burn Wood

With a personal gift of 15 acres of land from Sir Tom Cowie, the Willow Burn Wood has gone from the inception of an idea to a planned capital fundraising campaign. An iconic wood, with planting planned to commence September 2012, is designed to appeal to anyone wishing to buy a tree for a special person or occasion and is geographically and generationally non specific. Willow Burn Hospice has designed a range of opportunities to allow both individuals and companies to join in a local and visible initiative which can be touched and seen. Ensuring that wherever you are in the world you will be able to identify the area in which your tree is planted via a 10 digit SatNav code. This wood has the potential to generate £500K overall with £90K targeted in year 1. It will also offer the opportunity of engagement with a large number of potential new donors.
Comparative Health Knowledge Systems (CHKS)

In September 2011, Willow Burn Hospice successfully gained CHKS Accreditation, awarded by the Independent Accreditation Awards Panel, thereby receiving national recognition of its commitment to providing a quality service to patients, staff and external organisations.

The Healthcare Accreditation and Quality Unit (HAQU) Accreditation Standards for Hospice Services are designed to provide a framework for quality assurance and quality improvement for health care providers. The programme provides a quality assurance tool for hospice services by setting out the framework of standards which need to be in place to ensure the capacity to provide high quality service and to ensure that this is consistently reproducible.

The hospice worked through several assessment stages to measure compliance with the standards, beginning with self assessment within all hospice departments, followed by a review of progress and an internal survey. There was then an external peer review carried out by HAQU trained senior healthcare professionals from the hospice and palliative care sector. A report of the survey findings was produced to provide the hospice with an ongoing agenda for service and team development.

At the time of going to print, the hospice had a yearly compliance visit to ensure the agreed standards were still being met.