



Arthur Rank Hospice Charity

Our Year

Annual Review
2018 - 2019

making every moment count



Did you know?

- 1 **We are 'Outstanding'.** Both the Arthur Rank Hospice in Cambridge and the Alan Hudson Day Treatment Centre have now been rated 'outstanding' by the Quality Care Commission (CQC).
- 2 **We cared for more than 4,000 patients** across all our services over the last 12 months.
- 3 **Our lively Bistro, offering freshly cooked food, is open to the public.** The income from the Bistro helps to fund our care.
- 4 **We are highly regulated and adhere to a range of strict standards** in all aspects of our work, from caring to fundraising.
- 5 **72% of our Hospice at Home patients are living with cancer.**
- 6 **Our range of clinical services support people and their families across Cambridgeshire.**
- 7 **Our Inpatient Unit (IPU) cared for 174 patients needing specialist support.** Thirty seven of these patients (21%) were discharged home or to other services.
- 8 **Our hub in Wisbech, the Alan Hudson Day Treatment Centre, serves Wisbech and The Fens.**
- 9 **We have been in the new hospice for more than two years.** We are still paying some of the costs of the build, and, of course, need ongoing revenue funding.
- 10 **We are proud to be part of the Cambridgeshire community,** welcoming people from all backgrounds. We value the strength that comes with difference and the positive contribution that diversity brings to our community.
- 11 **We care for people with a wide range of conditions** including: non-curable cancers, brain damage, chronic respiratory disease, cirrhosis of the liver, dementia, end stage kidney failure, heart/circulatory disease, motor neurone disease, multiple sclerosis, and Parkinson's disease.
- 12 **We are a local charity supporting local people,** both patients and their families and carers. All our income is raised locally and spent locally on making every moment count.

A word from...

Sharon Allen OBE, CEO

It is both a pleasure and a privilege to introduce this Annual Review of the work of Arthur Rank Hospice Charity for the period 2018 - 2019. Having joined as CEO in April 2019, I am immensely proud of all that my colleagues have achieved during the prior year and I am looking forward to working together to achieve even more in the current year and beyond.

In this report you will read wonderful testimony from people and their families about the care and support they have received. You may well be surprised to learn about the range of services offered as well as the range of health conditions that we support. It was a fitting accolade to the team and to my predecessor Dr Lynn Morgan, who led the organisation for nine years, that in February 2019, the regulator, the Care Quality Commission, awarded the Hospice the rating of Outstanding. We are all hugely grateful to Lynn for everything that she achieved during her tenure and wish her every success and happiness for the future.

You will also see how hard we must work to raise the funds needed to continue providing these amazing services. We are grateful to everyone who supports us in whatever way. We are also proud of our Bistro, Education team and retail team who work tirelessly to provide high quality services and make a significant contribution to our income targets.

Our amazing volunteers support every aspect of our activity and without them we simply could not provide all that we do - thank you to each one of you. Thank you also to all my colleagues who provide such skilled and compassionate care and such efficient and effective support services to

our organisation - and for the wonderfully warm welcome! Thanks also to Kate and our Trustees for your wise counsel and effective governance, which is increasingly important for charities to demonstrate.

We are proud to present this report to you and hope you will stay in touch as we continue to share our achievements and our ambitious plans for continued improvement and development.

Kate Kirk, Chair of Trustees

It was an honour to be invited to become Chair of Trustees in July, after Isabel Napper stepped down. Isabel did a great job of overseeing a major transition in the Charity when Dr Lynn Morgan retired, particularly in helping to recruit Sharon, and we're immensely grateful for all her contributions.

Despite having been a Trustee for several years already, and a volunteer before that, I never cease to be amazed and impressed by everyone involved with the Charity. Both staff and volunteers are incredibly dedicated and hardworking. Everything they do, whether it's delivering care at the bedside or arranging flowers to brighten up the rooms, driving a patient to day therapy or sorting through donations in the shops, adds up to something special.

This report goes some of the way towards demonstrating how much everyone does, how much they care about what they do, and what it means to the patients and families we support at the most difficult of times. I hope that you find it as inspiring as I do, and continue to support the Arthur Rank Hospice Charity in whatever way you can.

Sharon Allen, OBE - Chief Executive



Kate Kirk - Chair of Trustees



About us

Arthur Rank Hospice supports people in Cambridgeshire who are living with a life-limiting illness and those who need end-of-life care. Our services are provided free of charge to patients and their families to help make every moment count.

Arthur Rank Community Team

Our Community Team is a small team working seven days a week, making a big impact, providing specialist palliative nursing care in the community. This service is largely funded by the Clinical Commissioning Group (CCG) for Cambridge City, East and West Cambridgeshire.

Our nurses make home visits providing person - centred care, support and advice as well as providing valuable support and advice by telephone. Our Community Team work closely alongside our Hospice at Home service and a centralised triage service which ensures that patients are transferred quickly and smoothly between our services.

84% of those referred to this service were contacted by our team within three days and 78% of these patients were living with cancer.



24/7 telephone advice line

Healthcare professionals can call in to the Hospice at any time of the day or night for advice from one of our specialist palliative care nurses or doctors regarding patients on our caseload. Families of patients also use this service for advice and support.

Hospice at Home

Hospice at Home care is typically delivered during the patient's last two weeks of life, and we provide this service across much of Cambridgeshire. More than 70% of the service is funded by the Charity, with the CCG contributing the balance. Due to the number of patients supported, this service is the largest single area of charitable expenditure.

Research shows that most people would prefer to die at home, providing they feel safe and their symptoms are well managed. Hospice at Home care is more expensive per night than care delivered on our IPU, but we strongly believe in the importance of providing people with choice. Our Hospice at Home service cared for 52 patients per month on average in 2018-2019.

Sometimes, intermittent care, where families are able to access advice and support, is the most valuable service we can provide.

Around 95% of our Hospice at Home patients achieve their goal of dying at home.

Despite our best efforts, we are routinely unable to provide care for 30% of the patients we know would benefit from Hospice at Home, hence our Help Us Be There appeal (please see page 13).



Evelyn Day Therapy Centre

Day Therapy provides specialist advice and support (palliative care) for adults who have a life-limiting illness. We offer individually tailored care programmes, normally for one day per week, for six to twelve weeks. The specialist team includes physiotherapists and occupational therapists, nurses and healthcare assistants, complementary therapists, a creative activity team, volunteers, chaplain, psychological therapists and the specialist medical team. Day therapy is entirely funded by the Charity and receives around 17 referrals per month from community specialist nurses, hospital and hospital services, and GPs.

Alan Hudson Day Treatment Centre (AHDTC), North Cambs Hospital, Wisbech

The AHDTC has been extended and refurbished thanks to funding from several trusts, local groups and organisations. The centre provides day therapy and day treatments, including blood transfusions, for patients in Wisbech and the Fens, and receives around 20 referrals per month.

Our specialist team includes a palliative clinical nurse specialist, palliative care nurses, complementary therapists, creative art therapists, volunteers and an administrator, with access to physiotherapy, chaplaincy and the specialist medical team. The centre also provides specialist advice and support to three palliative beds on Trafford Ward at North Cambs Hospital. The services offered at the Alan Hudson Day Treatment Centre are largely funded by the CCG with some activities funded by the Charity.

Patient and Family Support Team

Meeting the spiritual, psychological and emotional needs of patients and their families is a core part of our provision. Spiritual support is provided to those of any faith, or none, and 268 people had direct contact with the Patient and Family Support Team during this period.

Our multi-disciplinary team is led by our Chaplain, a role that is a shared cost between the CCG and the Charity. Our Chaplain will support anyone who chooses to receive his services. The Team includes a social worker, psychologists, counsellors, volunteer (qualified) counsellors and bereavement support volunteers. We are also in close contact with representatives of a range of faiths who work with us to support patients.

We provide pre- and post-bereavement support and other psychological care tailored to the patient or family member's need. This team also champions our community engagement work, reaching out to those sections of our community who may not have accessed our services in the past, but who we are keen to engage with and support.



Physiotherapists and occupational therapists

Our therapists work across Day Therapy, IPU, in the community, and the out-patient Pain Management Group. Patients can be seen in their own home or at the Hospice. We aim to improve quality of life, which includes rehabilitation and symptom management. The therapists focus on patients 'doing' rather than 'being done to' in order to build confidence and increase their sense of wellbeing. We have a bright and well-equipped gym, and patients often surprise themselves with what they can achieve with the right equipment and support.

In-patient Unit (IPU): Specialist beds

Our specialist beds are funded by a contract with Cambridgeshire and Peterborough CCG and are available for patients whose GP practice falls within Cambridgeshire. In exceptional circumstances patients are admitted from outside the Cambridgeshire area but funding must have been agreed with the relevant CCG.

The referral criteria for the specialist beds are for those aged 18 and over; who have an advanced; life-limiting illness; who have uncontrolled symptoms or a rapidly deteriorating condition; who would benefit from regular review by the specialist multidisciplinary team (MDT); and/or a daily review by a doctor. As we are a short-stay unit (average length of stay is 22.5 days), we aim to discharge patients whose needs are stable and could be managed elsewhere in other care settings or at home. Therefore, we cannot admit people whose main need is long-term care. We also offer day case blood transfusions depending upon bed availability.

Referrals can be made via a healthcare professional. Referrals are triaged every weekday and are prioritised depending on how urgently the care plan needs to change, and how much added value the MDT can offer.

Our specialist MDT consists of nurses, doctors, occupational therapists, physiotherapists, psychotherapists, chaplaincy, social worker and pharmacists. We are experienced in caring for patients with enteral and parenteral nutrition, non-invasive ventilation, and tracheostomies, and can give oxygen, intravenous medication and fluids.

As soon as the team consider the care plan can be continued elsewhere, we aim to discharge home, or to a care home if home is not possible. If extra care, support or equipment is required, we work with other agencies to provide this.

Our occupancy level on the IPU during 2018-2019 was 89%.

We work hard to continually review and improve the care provided. Examples of this are the recent projects around reducing falls, effectively managing bed occupancy and minimising pressure ulcers.

In-patient Unit (IPU): Nurse-led beds

These beds are funded by Cambridge University Hospital (CUH) NHS trust for patients in Addenbrooke's who would otherwise be dying in hospital, and who require non-complex nursing care. The average time from referral to admission is 1.46 days. These patients are cared for by experienced nursing staff rather than the full MDT, but patients have access to the ward doctor if required. We work closely with the Addenbrooke's team to continually monitor and evaluate the project, and both organisations are very pleased with the way this new service is working. Other hospices around the country are also keen to learn more about the service as they are interested to see if it would work for them and their local acute (hospital) trusts. Further details can be found on page 18.



Lymphoedema service

The Lymphoedema Clinic provides a service for those with both primary lymphoedema and those with lymphoedema secondary to cancer or cancer surgery, infection, deep vein thrombosis, dependency, or other causes. GPs refer 53% of these patients. All are offered an assessment with a clinical specialist in lymphoedema and a treatment programme is agreed with them. Treatment may consist of some or all the following: skin care, compression (this could be compression garments, wraps or bandaging), exercise programmes, simple/manual lymphatic drainage or use of compression pumps, kinesiotape and low-level light therapy. We aspire to support all our patients to self-manage this long-term condition and, to help with this, we offer six sessions a year at our support group to offer further education about managing lymphoedema. In March 2019, the team had a caseload of 393 patients.

About us continued...

Bistro

When we designed the Hospice, we wanted the Bistro to be the hub of the Hospice, and for patients and the public to eat alongside each other. We wanted to demonstrate that hospices are as much about life as they are about dying. This is working very well, and our Sunday lunches have become quite famous and very popular.

Running a successful bistro also contributes to the income of the Hospice, thereby helping to pay for all our services. Our chef and his team provide nourishing fresh food for our inpatients. The dietary requirements of our patients are very important and the Bistro team takes advice from our clinicians and works with an external nutritionist to deliver what patients need and desire.



Education Team

The Education team delivered or supported 196 events involving 3,931 learners/visitors. These included: study days, external training sessions and venue hire events.

With support from the CCG, we provide training free of charge to local health and care colleagues. Our courses cover a wide range of topics related to palliative care, such as:

- Wellbeing and Selfcare for Healthcare Professionals Working in Palliative Care
- End of Life Across the Faiths
- Caring for the Dying Patient
- Working with Loss in Palliative Care

In March 2019 we successfully launched GP Saturdays, with the topics Symptom Management and Complex Dying, and 59 GPs attended. We plan to repeat this annually.

We ran two commissioned Communication workshops for the Cambridge and Peterborough NHS Foundation Trust, and we now have an agreement with Anglia Ruskin University (ARU) to deliver a course on 'Palliative and End of Life Care: management of symptoms in advanced disease' in January 2020 as part of their undergraduate and post-graduate programmes. This course will be delivered in our Education and Conference Centre.

Conference Centre

The Conference Centre is available for hire seven days a week. Companies and organisations use it to host conferences, meetings and team away days, and we have a number of regular users. The centre can be partitioned into three separate rooms or opened up into a single large room which can accommodate up to 90 people. It is fully air-conditioned and is equipped with AV equipment, Wi-Fi and a hearing loop available for people with hearing impairment.

Complementary therapy

We offer aromatherapy, therapeutic massage (including Indian Head Massage, Reiki, and Zero Balancing), reflexology and Bach Flower Remedies. These therapies are offered throughout the week to patients and carers in a series of individually tailored sessions. Our complementary therapists deliver care in the Hospice or in patients' own homes, and saw 244 people during this period.



Salon HD

The Salon, which offers hair and beauty treatments, continues to play a big role at the Hospice and supports us in a number of ways. There are dedicated appointments each day which are available free of charge to our patients, and many of the external clients who come in also visit the Bistro for a coffee and peruse the merchandise available in our reception area. The rent paid helps to fund our care. It is wonderful to see people who may not have otherwise have visited the Hospice popping in and supporting our work through their appointments.



Volunteers

Nearly 600 volunteers contribute to everything we do.

Volunteers are crucial to our work as they not only enable us to achieve so much more than we otherwise could with our limited resources, but also add to the friendly ambience of the Hospice.

We have volunteers covering 45 different roles, including: gardening, hosting in the IPU and Day Therapy, leading activities in Arthur's Shed, meeting and greeting at reception, cake baking, counselling, flower arranging, staffing our charity shops, fundraising and supporting our events, and many more.

Each volunteer undertakes a thorough induction as well as mandatory training and they are a real asset to the work of the Charity.

Our highlights from the year



June 2018: The first Summer Fete is hosted at Arthur Rank Hospice Charity, Shelford Bottom



September 2018: Carly Love, Inpatient Unit Manager, wins 'Health Worker of the Year' at Cambridge News Community Awards



October 2018: Celebrations as £1,000,000 is raised through Your Hospice Lottery



November 2018: Jim, a World War Two veteran, is this year's most popular post on our Facebook page and our LinkedIn profile, see page 11



December 2018: We show our appreciation to our amazing army of volunteers



February 2019: It's official, we are Outstanding!



Mill Road Shop Refurbishment 2019: Feb 7 - the store is a hive of activity and has remained an important community hub, particularly since the Hospice itself moved from Mill Road to Shelford Bottom in 2016.



March 2019: We said hello to Lady Chadwyck-Healey as President and, after nine momentous years goodbye to our CEO Lynn Morgan

Our year in numbers

813

people ran in the shadows of Ely Cathedral for our Ely Festive 5k Fun Run



3,426

people attended the **15** external events hosted by our Education team
40 study days educated and informed **506** keen students



31 marathons and

54 half marathons were completed by our energetic challengers

Together our challengers

cycled **3,000** miles and trekked **489** miles



The Bistro served

13,395 hot drinks, the most popular being coffee (a whopping **9,401** servings!)



We all love a treat and

3,642 pieces of cake were purchased



263

people were seen face to face at Alan Hudson Day Treatment Centre



£23,107.56

Gift Aid claimed on pre-loved clothing and bric-a-brac via our

5 charity shops



£98,362.57

Gift Aid claimed on monetary donations



The Day Therapy Team had face to face contact with

2,050 people



The Specialist Palliative Care Home Team made

6,109

calls to patients and their representatives



Roast dinners remain a firm favourite and

1,879 were served at the Hospice



40

collections took place in **20** different venues. Our collection tins can be found in **109** locations across the county



50

colleagues (approximately 25%) and **54** volunteers have now become Dementia Friends



£943.79

received for Jam Jar Superstar from **48** donations



467

took to the streets in our Star Shine Night Walk



154

volunteers gave their time for Christmas Tree Recycling and **1,846** trees were collected



4

open days were held welcoming people to find out more about the Charity and its work



405

patients were cared for on our in-patient unit



41

patients were supported on the Trafford Ward at North Cambs Hospital by our colleagues at the Alan Hudson Day Treatment Centre



7

babies were born to our colleagues



123

staff (68%) took part in our Best Employer Employment Survey



Calls from our patient and family support team to patients and their representatives increased from

242 to **422**



55

Wills were made in our Make a Will Month



Referrals to Hospice at Home rose from

575 to **739**



Celebrating our colleagues

Nearly 200 people work for Arthur Rank Hospice Charity in a host of roles. Our colleagues are employed at Arthur Rank Hospice Cambridge, Alan Hudson Day Treatment Centre in Wisbech, and across the county via our Arthur Rank Hospice Community Team and our charity shops.

Ed Spalding retired in April 2018 after 30 years' service, but before Ed left we asked her some questions about her time as a Healthcare Assistant at Arthur Rank Hospice.

Where & when will we be most likely to see you?

I'm very lucky that I have a dual role. I work two shifts on the IPU and one shift with Day Therapy, which equates to 22.5 hours in total each week. I love the different hats I get to wear by switching between the two areas, and it's lovely that those patients who use our day therapy services see a familiar face when they then visit the ward.

Best thing about what you do?

I don't really have a best thing; I have lots of things I love doing. I love being with and spending time with the patients - who are quite simply very special - and helping them with their care at a difficult time in their lives. I love to be able to help people with their conditions through complementary therapies such as massage to aid relaxation, which I get the opportunity to do when I work with patients in Day Therapy. I truly love being able to offer someone peace and reassurance in what is an extremely scary time in their lives.

Have you had different roles within the Hospice during your time here?

I have always been a Healthcare Assistant in the 30 years I have worked here, but this role has meant I have been involved with other projects such as the Arts project with local schools. With that project, I had the opportunity to work closely with visiting school children, where we all made arts and crafts together with the patients and children, to help dispel the myths around the role of the Hospice.

What has changed about the Hospice over your 30 years of service?

Education has got so much better and, through that, cancer care, in particular, has improved. We no longer have patients coming to us with certain symptoms that they did 30 years ago because people are more educated and aware of their own bodies and what to look out for. The different types of drugs and pain management has meant that people are now 'dying well' which is a lot more comforting to people when they come into the Hospice.

The obvious change is that we have moved premises to our new hospice in Shelford Bottom from Mill Road. At the time of moving this was a massive change for me, which took me a while to adjust to, as Mill Road was a lot smaller and felt more intimate. The ethos and philosophy have remained the same and have never wavered. It goes to show that no matter where we are - it's the care that is important! We receive hundreds of cards from families thanking us for the care we have given their loved ones and that has remained constant over time and it's that that is most important to me!

We fondly remember Ed and reflect on her role as a much appreciated, and greatly valued Healthcare Assistant. Healthcare Assistants remain a key role at the Charity and we are keen to encourage more people to join #TeamArthur and embark on this rewarding career choice.

In total we have 28 incredible long serving colleagues. Ten of them have been with us over 10 years and, a further 10 have served an astonishing 20 years or more! It is very important to us to recognise their contribution and holding celebratory events such as Ed's afternoon tea help us to demonstrate our thanks.

The person behind the patient

Mr James Sutton (Jim) aged 96, was one of the oldest surviving veterans of World War II in the area when he was cared for on the IPU at Arthur Rank Hospice, having been referred from Addenbrooke's Hospital.

His granddaughters describe him as "always having been very dapper". They took care to make sure he was surrounded by a few of his most treasured possessions whilst he was in the Hospice. His bed is turned towards the patio windows, giving him a view of the Hospice gardens. Facing back into the room, on a cabinet, is Jim's framed display of five World War II medals. He points a finger to each medal in turn and explains: *"That's the King George V Imperial War medal: that one's for being in the War at all. They weren't so much what we did, they were more about where we were when we did it. That's from France and Germany (when all the troops were going ashore in Normandy, my action station was up on the upper deck bridge with twin mounted Lewis machine guns); that's from the North African Campaign; and that's the Italian-Sicilian campaign - we invaded and got them back; and that's the Four Years War [the 1939-1945 Star]."*

Pulling out a selection of palm-sized sepia photos from their small brown cardboard photo album, he goes on: *"Ahhh here we go! Now, let's have a look at some of these. That's the old Valiant at sea. See that - that's a 15-inch gun. See the size of them by the size of the chap sitting on it! That's why we put him on there, so you could see the scale of the guns! That's me and that's the little family of one of my shipmates who lived in Plymouth. Ahhh, that's the old Valiant."*

Does he feel proud of having served his country? Jim's answer is a modest one: *"It wasn't just me - there were lots more like me."*

Having had his symptoms stabilised - thanks to the expertise of Arthur Rank Hospice's doctor and nurse team - Jim was discharged from the Hospice's care on 2 November 2018. He and his granddaughters are planning to mark this Armistice Day together, with a small but special celebration in his Cottenham Court Nursing Home.

Sara Robins, Clinical Director at Arthur Rank Hospice explains how learning more about a person's personal story and history is integral to the care that the Hospice delivers: *"Personalised care underpins the very foundations of everything the Hospice does. Our nurses, healthcare assistants, doctors, therapist and volunteers make a point of chatting to patients, so they can find out what is important to each person. It's very much a two-way communication stream which makes sure those little touches can happen, like Jim being able tell his story, at a time when his World War II experiences are in his mind. It's been fascinating to learn more about where he served and what he did, and we're delighted to share his story."*



Expressions of thanks

Day Therapy (May 2018)
I felt a wonderful sense of strength and peace coming from your hands. I was conscious of my breathing calming and becoming clearer. I feel so much better.

Day Therapy (September 2018)
Couldn't do without coming - it's a lifeline.

Hospice at Home (May 2018) (Arthur Rank Community Team)
As a family, when we needed palliative care for my mother-in-law, you provided your services of Hospice at Home. What a wonderful, caring, kind service you provide. In our hour of need a lovely lady came into our lives and not only looked after [the patient] but our family too. We also had a specialist Nurse and they both gave such wonderful support and kindness. We were also impressed with the dignity shown to [the patient] when she was both alive and afterwards. Thank you does not sound enough but it is heartfelt.

Hospice at Home (October 2018) (Arthur Rank Community Team)
Thank you so much for making it possible for my wife to stay at home throughout her illness. Without your care I would not have been able to fulfil her wish to die at home. Special thanks to Amanda for her sensitivity and kindness in managing her last moments.

Patient and Family Support Team (May 2018)
Keith does an amazing job, the last 'Light Up a Life' event had a huge effect on me and the way I think about AR and its work ... was it possible to think you are even more amazing than I thought, yup ... 100%.

Patient and Family Support Team (October 2018)
Thank you for the Bereavement Group, I am so glad I came. I did not think I would want to come but am so glad I did.

Lymphoedema (September 2018)
Thank you for all your advice and support. It's been marvellous - been able to get into my shoes first time in years.

Alan Hudson Day Treatment Centre (November 2018)
It's just so calming and relaxing here - I could just go to sleep whilst having my IV infusion. I feel safe.

Alan Hudson Day Treatment Centre (January 2019)
I felt nobody cared until I came to the Alan Hudson Centre - people listened and cared. I feel valued.

Education Team (November 2018)
Thank you also for being such a great host venue, there was nothing at all to criticise, everything (including the arrangements) have been beautifully smooth, made it all very easy and we were able to focus entirely on our guests. Thank you to you and your team.

Specialist Palliative Care Home Team (November 2018) (Arthur Rank Community Team)
I am writing to say what an amazing Specialist Palliative Care Home Team (SPCHT) the hospice delivers. I especially want to thank you Rose, for all the support you gave me and my late husband during the last 3 months of his life. I have never had such wonderful, loving, non-judgemental and total support. You are all a truly wonderful and inspirational team and words can never express my and my children's thanks.

Inpatient Unit (January 2019)
Please pass on our thanks to all the staff that looked after our stepdad, showing him the utmost care and attention at all times and allowing him to maintain his dignity to the very end of his life.

Inpatient Unit (January 2019)
To all the staff at Arthur Rank - Thank you so much for all the care and kindness shown to my Mum during the last weeks of her life. It was a huge relief to know she was in such good hands and your support was appreciated more than words can express.

Fundraising (September 2018)
The whole event was fantastically organised and executed, from booking our place, registering on the day, marshalling and directing the walking route, fantastic scenery and unknown knowledge of certain colleges relaxing with coffee and cake at the end whilst listening to live music. A fabulous morning.

Fundraising (January 2019)
Good to hear of the impressive result [More than £26,000 raised via our Christmas Tree Recycling scheme] - due so much to the efforts of the ARH team in attracting and coordinating donors and participants, and the route instructions provided on the day.

Bistro (January 2019)
Well what can I say this cafe is a love place to go... Relaxed friendly staff and great value for money... The food is lovely and on Sundays they do Sunday roast all I can say is get there early.

Help us be there appeal

Arthur Rank's Hospice at Home team provide specialist end of life care at night, seven days a week, 365 days a year. Patients believed to be in the last two weeks of life who wish to remain at home are referred into the service through their GP, local hospital or registered nursing team. One of the service's Healthcare Assistants (who are specialists, trained in palliative care) will then visit a patient in their home overnight, between 10.00pm and 7.00am, to provide hands-on support. They help manage the individual's symptoms and offer emotional, psychological and bereavement support to both patients and their families. An on-call Registered Nurse can give additional assistance when more complex problems or a need for extra or different medication arises.

Hospice at Home is funded by Arthur Rank Hospice Charity, so the care given to patients who choose to remain in their own home - and the support provided to their families - is free of charge. However, the cost of one night of care for each patient is £472. Sadly, difficult decisions need to be made every day by the team, as to which patients and families need their care most that night.

Sarah Chipchase, one of the service's Clinical Nurse Specialist explains: "Every day we're having to turn away about one third of our patients. As a team we just don't have enough people. It's heart-breaking".

Michael Barnes' wife Svitlana was cared for by Hospice at Home in February 2019. Michael met Svitlana in Ukraine in 1997, when he worked for the British Government and she was an interpreter and translator. She was a fantastic linguist who later set up her own investment magazine, translated poetry and was "always very determined to see all of these things through". Their relationship was "not materialistic in the least" and based on very simple values which they shared: "Like many people she just wanted to make the world a better place."

Michael feels that the support they received from Arthur Rank's Hospice at Home team during this time was critical: "If we hadn't had the support that we did have from the Hospice at Home team for those last couple of nights, I think I would have found it extremely difficult. [...] Obviously, it was still the most stressful thing that I have ever had to go through. But, as it transpired, I wasn't alone all the time. I was able to draw on support whenever I needed it. [...] They basically just looked after her minute by minute for those final two nights. It was incredible."

"Even in the early stages, it was clear that they were there to support me as well as Svitlana. I had a lot of conversations with the nurses. I had some psychological counselling. I even had an aromatherapy session at home. It was very much as if we were being cared for as a couple. [...] That kind of support, at that time, was absolutely vital. I was really grateful for it."

The need to care for more people fuelled an ambitious appeal to raise £100,000 to fund a further 200 nights of care in the year 2019 - 2020. To find out the progress of the appeal, please visit arhc.org.uk/helpusbethere



Celebrating our amazing volunteers

The annual celebration evening for our volunteers took place on Thursday 11 October 2018. Volunteers are integral to the day to day operation of the Charity, providing support across many roles, including clinical, administration, fundraising, retail and driving.

The late Mayor, Cllr Nigel Gawthorpe, who sadly passed away in January 2019, was with us for the evening. He said he felt privileged to be able to present the awards to the extremely worthy team of volunteers and spoke positively of the impact the work of the Charity has for those in the community. The Mayor continued by saying: "The volunteers are an inspiration and deserve a massive amount of respect", a sentiment shared by all of our staff and patients.

The Mayor then presented 13 volunteers with long service awards. Christopher Burgess, Doreen Martin, Jane Bolland, Janet Brown and Margaret Pearce-Higgins all received a five-year award, Barbara Walden, Irene Rogers, Sandra Lee and Stephen Lee accepted 10-year awards, and Ann Van Emmenis and Rose Barker 15 years. Finally, 20-year awards were presented to Pat Park and Susie Gilbert.

A further 13 volunteers who had served for five years and above were unable to attend on the evening but we also celebrated their achievements, including Margaret English and Barbara Marshall, who have both volunteered with us for 20 years.

The evening also gave us a fitting opportunity to welcome Sara Robins. Sara was appointed Director of Clinical Services having joined us from Addenbrooke's Hospital.

For many of our volunteers, this was the first time they had met her. Sara talked about how she was excited to join the Arthur Rank Hospice Team and the warmth and kindness that she had already witnessed in her first month of service.

We remain extremely grateful to Cllr Nigel Gawthorpe for his interest in our charity and his achievements during his time as a Councillor and Mayor.



Angela shares her journey

Angela McGrath walked 178 miles from Arthur Rank Hospice to Liverpool FC in memory of her son Daniel.

"The reason I did 'Walk 2 Liverpool' was to keep a promise to my son Daniel, who sadly passed away in the Hospice on 10 June. The staff and volunteers were fantastic, not only with Daniel but all the family."

Angela McGrath and her daughter Lorna set out from Arthur Rank Hospice to Liverpool on Thursday 28 March 2019, exactly a year after Daniel received his diagnosis. Angela explains:

"My world shattered when I lost my beautiful son Daniel to cancer. He was 21. He, his sister and brother were my everything. Daniel was such an inspirational person and still is. His strength and courage were mind-blowing. He never let anything get him down."

In his teenage years he moved out of the family home but was always stayed in close touch with his family. He married Rebecca in August 2017 and was overjoyed when his little girl Millie came along. He doted on "his little princess" and was so excited and proud to become a Dad. Sadly, when his daughter was just 4 months old the family realised something was wrong: Daniel had gone off his food which was not like him at all and he eventually went to the doctor. On 28 March 2018, he was diagnosed with stomach cancer. Angela explains: *"I never dreamed for a moment about how bad it would eventually be. It turned out he had an ulcer and behind it was the cancer. When I was told it was like someone ripped out my heart, I screamed and couldn't stop crying. I stayed with Dan that night and held him as he sobbed. I prayed to God to take me instead. My beautiful boy was dying and there was not a thing I could do about it."*

He was in and out of hospital until May and then he never left.

"He was eventually moved to Arthur Rank Hospice, which I had been dreading. But the staff and volunteers there were fantastic. Even in his last weeks Dan never stopped laughing and joking. In his last days family came from all over to see him. We were with him when he passed, and I sung "Danny Boy" to him, as I always sang that to him when he was little. He knew he was going on that day and told me he wasn't scared as his Nan (my Mum) had come to collect him and take him to heaven."

After seven hard days of walking, Angela arrived at Liverpool FC's stadium on the afternoon of Wednesday 3 May. She says: *"As I arrived at Anfield, my family was there to meet me, and I am so proud of myself for keeping my promise to Daniel."* Daniel's younger brother Kane now volunteers at the Arthur Rank Hospice Shop on Burleigh Street in Cambridge. As Daniel's sister, Lorna explains, the whole family is passionate about helping the Hospice make every moment count for others like them:

"Arthur Rank Hospice was amazing, making Daniel's last days as comfortable and happy as possible. We want to raise as much money as possible for this amazing hospice to carry on looking after people in their last days."

By September 2019 Angela had raised £1,951.07 in her son's memory.





On the high street and online

Our small team of retail staff supported by an army of volunteers have had a busy year. With our five shops generally open 9am to 5pm and the central Cambridge stores open seven days a week, there are many hours to be covered and donations to be sorted through, so we are always looking for new volunteers. If you would like to join #TeamArthur please contact Tina in our voluntary services team on **01223 675872**.

The five charity shops, found at Regent Street, Mill Road and Burleigh Street in Cambridge, Woollards Lane in Shelford and the High Street in Cottenham, can all accept donations during open hours. If you are visiting Mill Road, you can also drop your donation off via a door to the right of the shop, and for Burleigh Street, behind the shop via Paradise Street.

Several of the shops have had a makeover this year, making the shopping experience more pleasurable and also improving the working environment for volunteers. In some of the shops you will also now find some lovely pictures of how the money raised is making a difference to the people that we care for.

We have reviewed several of our processes, and introduced branded clothing tags and Gift Aid cards. Gift Aid enables the Charity to claim at further 25% back from HMRC when donated goods are sold and is very significant for us.

The Charity aspires to grow its retail provision, so we're looking for a warehouse where we can accept and sort donations as well as upload items to eBay. Items sold via eBay and Amazon are important sources of income for the Charity, and enable us to attract a wider audience beyond the high street. This is exciting for the Charity and an area which we hope to develop in the next financial year. Watch this space!

Your Hospice Lottery, which also sits under our trading arm, remains vital in raising awareness and funds. With player numbers sitting at around 8,000 for the weekly draw, more than £200,000 is being raised annually for our charity by people generously committing to £1 per week. If you would like to join this important fundraising team or you are interested in playing our lottery, please get in touch on **01223 675888** or visit yourhospicelottery.org.uk

Alan Hudson Day Treatment Centre

It has been an exciting year at the Alan Hudson Day Treatment Centre. The Treatment Centre is based at North Cambs Hospital and serves Wisbech and the Fens, providing a range of free out-patient care and support services to people with advanced serious illness or a life-limiting condition and their families.

Following design and consultation during 2018, Coulsons Building Group started expansion and redevelopment works on 2 January 2019.

The build project which, except for the garden area, is now complete, has allowed the expansion of the current facilities to create purpose-designed spaces, allowing the specialist team to care for and support growing numbers of patients with increasingly complex needs. Existing walls have been knocked down and new ones erected, creating dedicated treatment and clinical rooms, therapy and hairdressing spaces, office and lounge area.

Due to the importance of the care offered to the community, the Treatment Centre's team continued to welcome patients in and out of their day therapy, complementary therapy and treatment sessions each day during the building works.

The project has been predominantly funded through the generosity of The Hudson Foundation, The Friends of Wisbech Hospitals and the Robert Hall Charity.

Michelle Knight, Matron of the Alan Hudson Day Treatment Centre, explains the critical difference these improvement works have made not only for patients, but also for the staff and volunteer team:

"In the last few years, it's become more and more apparent that we needed to improve the facilities for patients here at the Alan Hudson Day Treatment Centre. We have a wonderful staff and volunteer team - as recognised by CQC inspectors recently - and I'm so delighted that our facilities will soon match their excellent standards of care. The impact of the changes will be huge, especially when it comes to enhancing privacy for our patients."

The local community has shown great support for the project, with individuals taking on personal challenges or donating to the Alan Hudson Day Treatment Centre Appeal and local businesses supporting the effort.

Some funds are still needed to finish the project, particularly for a make-over of outdoor spaces and garden areas. Businesses and individuals who would like to offer support are invited to contact the Charity on **01223 675888** or the Centre directly on **01945 669620**. To find out more about the building plans visit arhc.org.uk/alan-hudson-day-treatment-centre.asp

Many do not realise that the Alan Hudson Day Treatment Centre is only partly funded by commissioned income, with the remaining amount charitably fundraised by the local community. Their support is critical - not only to this expansion and redevelopment project - but also to help fund the Treatment Centre's daily running costs.



Working together

Nurse-led beds

During the year, we piloted a collaborative approach between the Hospice and the acute trust to enable patients who are dying in Addenbrooke's Hospital to have the option to die in the Hospice when home or a care home is not an option. These patients were dying on busy, acute hospital wards but often did not meet the criteria for admission to a specialist hospice bed due to lack of specialist palliative care needs.

The acute trust has severe bed capacity issues. We had a new purpose-built hospice with extra non-commissioned beds that we knew could benefit our community. Our intention was to allow people to have a dignified death in more suitable surroundings. This resulted in us launching the nurse led bed initiative; skilled nurses who are trained in caring for people at end of life run the beds with minimal medical input. The patients are assessed whilst in hospital and following transfer to the Hospice are managed by the skilled nurses there.

The aim of the pilot was to increase patient flow within the hospital and provide a better experience for the patients and their families at end of life.

In its first year, the service has seen over 250 patients, saving the acute trust over 2,600 bed days. The average length of stay for patients is 10 days. The shortest stay was one hour; the longest 87 days. The feedback from patients and families shows that it has been an overwhelming success. Nurses feel empowered to make decisions regarding patient care and have been working in partnership with teams at Cambridge University Hospital to champion the pilot and communicate its success.

Patients feel more in control by having an alternative to staying in hospital. Families are not limited by visiting hours or other restrictions and can stay overnight. All rooms have access to the outside and pets can visit.

The next step is to make this a seven day a week service as, due to current lack of resources, it only runs Monday to Friday. This may increase occupancy in the beds, thus meaning that an even greater number of patients are likely to have a better experience at the end of life.

"It's just everything it should be; peaceful, light, airy, clean and with staff that are attentive and know what's going on. I press the buzzer and they are there." Patient's relative.

Other examples of collaboration include:

Working with Sue Ryder's Thorpe Hall and East Anglia's Children's Hospices (EACH) on a project to support young people transitioning into adult care. One event was organised at Thorpe Hall in Peterborough in this period with a further event planned for August 2019 which will take place at Arthur Rank Hospice, Cambridge. The events are aimed at patients of EACH to help ease the journey to adult services, supporting the patient and their families.

The creation of the Lymphoedema Collaboration

We maintain close links with our referral teams at Addenbrooke's, the Tissue Viability Team and community staff. We provide two full-day education sessions for healthcare professionals each year. The team works to promote education and raise awareness of managing lymphoedema. This valuable piece of work helps the people that it supports by preventing wet legs and ulcerations, providing a better quality of life.

Our vision

Our vision is to provide patients and their families with the highest quality end-of-life care by achieving excellence in everything we do and making every moment count

Our mission

We will achieve this through the delivery of excellent, innovative and compassionate specialist and community-based palliative care. We will support patients with a life-limiting diagnosis to improve their quality of life and fulfil their choices at the end of their lives

Our values



Flexible, individual and responsive focused specialist palliative care



Integrity, compassion and professionalism



Valuing and investing in our workforce



Equality of service



Prudence in the management of our resources

Our goals



Recognised for innovation and research



Flagship hospice known for the quality of our care



Proactive catalyst in developing effective partnerships



Holistic approach

Our objectives and priorities



Develop our services to meet the changing needs of our population



Develop the financial and operational resilience of the Charity



Develop our education and research capacity
Support and develop our staff and volunteers



Broaden our reach to ensure we are meeting the needs of all who would benefit from our care



Evaluate and continuously improve our governance structure

Our firm foundations



Over 30 years' experience



500 volunteers supporting us in our work



Integrated in our local community

The importance of our fundraising

Traditional methods of fundraising continue to have huge significance for the Charity. Community fundraising, flagship events, corporate support, grants and trusts, individual challenges and collections all play their part. However, as national reports suggest, all types of fundraising are increasingly challenging due to growing costs and competition from so many charities all wanting to make a difference in their community.

Gifts in Wills are instrumental in providing stability and helping us to shape the future of our care yet, interestingly, Gifts in Wills account for a far higher proportion of charitable income at other hospices across the UK than witnessed at Arthur Rank Hospice Charity. In response to this we are launching our #IWill campaign in the new financial year to highlight the importance of this heartfelt gift to a local charity such as ours and we hope that our community will consider including us in their Will once they have provided for family and loved ones.

The team remain enthusiastic further to the following series of successes:

- The Christmas Tree Recycling Appeal went from strength to strength, collecting more than 1,860 trees and raising over £26,000
- Star Shine Night Walk celebrated its 10th Birthday, raising more than £37,105.
- We introduced digital forms of giving which included direct debits and contactless ‘tap and donate’ devices.
- We also saw many supporters using Facebook and Amazon Smile as new ways to donate to the Charity.

From the coins and notes collected in supermarkets and town centres to Charity of the Year partnerships and from a host of local groups, organisations and businesses, every penny truly does count when it comes to making every moment count for the patients we care for and their families we continue to support.

The diverse and many activities in which our supporters get involved helps us cover the greatest and most important cost of all - our CARE.

Thank you, if you have chosen to support us or if you would like to know more about how you can support us visit arhc.org.uk or call **01223 675888!**

Trusting us with your donation

We are a local charity and therefore all the money we raise is spent locally, on our patients and their families. The largest part of this spend is employing our highly skilled, compassionate colleagues.

65p of each pound is spent on patient care. The remaining 35p helps us to develop our services to meet the emerging needs of our patients and their families and, importantly raise the next fundraising pound.

Income £7.95m		Expenditure £7.84m	
How we raised each £1		How we spent each £1	
Medical consultancy services	2p	Direct patient and family costs	65p
Addenbrooke’s partnership pilot	11p	Management and running costs	16p
Fundraising, events and legacies	30p	Fundraising, events and legacies	6p
Retail, trading and lottery	12p	Retail, trading and lottery	6p
NHS contribution	45p	Depreciation	7p

Whether your donation is in the form of money, time or expertise, all donations are precious to us and we use them carefully and wisely.

Our financial position

This year has been very successful in terms of patient experience and our profile although this has been a financially challenging year for the Charity, however we are pleased to report an increase in income on the prior year.

In terms of expenditure, we controlled costs well and met the budget set. However, as funds were stretched the impact of the reduction in budgeted expenditure funded by charitable funds for the year did result in a recruitment freeze in our Hospice at Home team. This had an impact on the number of nights care we were able to provide and patients and families we were able to support.

In addition to the income we generate we also have a contract with the NHS for some of our services. Amongst the services funded by the Clinical Commissioning Group are the 12 specialist palliative care inpatient beds. We have 23 beds in total in the Hospice and we have continued to run the nurse led beds project with Addenbrooke's Hospital for nine of these.

The Bistro is open to the public and is proving to be very popular and our conference and education facility continues to grow. Both these areas of the Hospice not only provide an income but bring the public into the facility, which further raises awareness of the Hospice.

Consolidated Statement of financial activities for the year ended 31 March 2019

	Restricted funds 2019	Unrestricted funds 2019	Total funds 2019	Total funds 2018
	£	£	£	£
Income from:				
Donations and legacies	519,624	1,411,570	1,931,194	1,176,471
Charitable activities	3,600,195	1,031,776	4,631,971	3,901,263
Other trading activities	14,916	1,369,725	1,384,641	1,132,958
Investments	-	2,976	2,976	1,212
Total incoming	4,134,735	3,816,047	7,950,782	6,211,904
Expenditure on:				
Raising funds	-	(1,151,190)	(1,151,190)	(1,006,289)
Charitable activities	(4,104,156)	(2,584,255)	(6,688,411)	(6,258,616)
Total expenditure	(4,104,156)	(3,735,445)	(7,839,601)	(7,264,905)
Net income before transfers	30,579	80,602	111,181	(1,053,001)
Transfers between funds	(56,411)	56,411	-	-
Net income/(expenditure)	(25,832)	137,013	111,181	(1,053,001)
Reconciliation of funds:				
Total funds brought forward	322,474	8,574,438	8,896,912	9,949,913
Total funds carried forward	296,642	8,711,451	9,008,093	8,896,912

Consolidated Balance sheet as at 31 March 2019

	2019	2018
	£	£
Fixed assets		
Tangible assets	10,975,160	11,245,924
Current assets		
Stocks	9,665	12,887
Debtors	844,447	321,602
Cash at bank and in hand	1,570,626	1,629,187
Total	2,424,738	1,963,676
Creditors: amounts falling due with one year (791,805)	(632,688)	
Net current assets	1,632,933	1,330,988
Total assets less current liabilities	12,608,093	12,576,912
Creditors: amounts falling due after more than one year	(3,600,000)	(3,680,000)
Net assets	9,008,093	8,896,912
Charity funds		
Restricted funds	296,642	322,474
Unrestricted funds	8,711,451	8,574,438
Total Charity funds	9,008,093	8,896,912

Above is an extract from the Trustee Annual Report for the year ended 31 March 2019, full details of the accounts are available on our website at arhc.org.uk/governance.asp

Get involved



Join #TeamArthur as
a volunteer



Make a donation



Leave a gift in
your Will



Attend one of our
open days



Take part in an event



Hold your own
fundraising event



Recycle your
Christmas Tree



Remember
a loved one



Embark on a challenge

Join today!



Play our lottery



Commit to a direct debit
or standing order



Donate your preloved
clothing and bric-a-brac
to our charity shops



Follow us
on social media



Share your experience
of our care



Invite Arthur Bear to your
fundraising event

Board of Trustees

- Kate Kirk Chair of Trustees**
(Appointed Chair: 1 July 2019)

Kate Kirk writes and lectures on all aspects of Cambridge's world-renowned technology cluster. She started volunteering at Arthur Rank House in 2007 and became a trustee in 2010. Kate is also a trustee of Cicely Saunders International, a charity which supports research into palliative care. Dame Cicely Saunders, founder of the modern hospice movement, was Kate's aunt, so she has had an interest in hospices and palliative care for as long as she can remember.
- John Short Vice Chair of Trustees**
(Appointed Vice Chair: 1 July 2019)

John Short was one of Cambridge's most respected corporate lawyers until his retirement in 2013 as Senior Partner of Taylor Vinters. John is a founding director of Cambridge Science Centre and has wide-ranging experience of all areas of corporate work, although he specialised in advising early technology companies.
- Dr Alex Manning**

Dr Alex Manning is a local GP with a particular interest in palliative care. Alex is keen to promote a closer working relationship between Primary Care and the services provided by the Charity.
- Arnold Fertig**

Arnold Fertig is a retired GP. For over 30 years he was a partner at Nuffield Road Medical Centre in East Chesterton, Cambridge. He has had an interest in developing better patient centred care through more coordination of services and communication. For over 20 years he has worked with local commissioning trusts, and all NHS providers of local health care as well as patient groups. The work has involved clinical leadership and advice, and roles in clinical and corporate governance, including at Board level.
- Jennifer Brook**

Jennifer Brook was Bursar of Churchill College until 2017 and is now working as a trustee and Director for a number of charities and organisations. She remains a Life Fellow of Churchill College.

- Natalie Acton**

Natalie is the Co-Chief Executive of Think Ahead, a mental health charity which recruits and trains mental health social workers. Previously she worked as a civil servant in a range of Government departments including HM Treasury, the Department for Education, and the No.10 Policy Unit.
- Mark Kingstone**

Mark Kingstone is a tax partner in the London office of Linklaters, a global law firm, where he has worked for the past 33 years. For a number of years he sat on the fund raising board of his university college. He has a personal interest in palliative care and is keen to contribute to the continued success of the Hospice.
- Lee Maughan**

Lee Maughan is Chief Financial Officer at Push Energy Limited. Lee qualified as a chartered accountant with a regional accountancy practice before spending over 10 years with Deloitte. Lee was Director of the Entrepreneurial Business team in Cambridge working across the region with a variety of privately owned businesses. Since September 2015, Lee has been a Director of Arthur Rank Hospice Limited and he is also treasurer and vice-chairman of the Institute of Directors Cambridgeshire branch.
- Rosy Stamp**

Rosy Stamp is a qualified speech and language therapist who worked in children's special residential care, completing a research MEd in Education at Cambridge. She was CEO of St Helena Hospice for 11 years and hopes her passion for excellent palliative care will be useful to the Hospice.
- Stephen Kay**

Stephen Kay is a Chartered Engineer and Company Director who spent 28 years with Cambridge Water, 13 as Managing Director. He now works as an Independent Non-Executive Director and consultant on a number of water-related projects in the UK and Europe.

Stephen Kay, Lee Maughan and Mark Kingstone were sadly absent for the photograph



Thank you

We would like to acknowledge those who left a gift to us in their will. Gifts in wills are a wonderful way that some of our supporters say thank you for the care that either they or a loved one have received from us. It is also a gift that pays forward, helping to support those who may need us in the future. We value these gifts, and the amazing legacy they represent, immensely.

Our appreciation also extends to the following trusts and foundations for supporting the work of Arthur Rank Hospice Charity:

- | | |
|-------------------------------------|--------------------------------------|
| Baxter International Foundation | The Annandale Charitable Trust |
| Cambridge Community Foundation | The Bishop Radford Trust |
| D G Marshall of Cambridge Trust | The Dorcas Trust |
| Dixie Rose Findlay Charitable Trust | The Evelyn Trust |
| Friends of Wisbech Hospitals | The February Foundation |
| Girton Town Charity | The Hospital Saturday Fund |
| Huntingdon Freeman's Trust | The Kirby Laing Foundation |
| James Knott Family Trust | The Northwick Trust |
| Masonic Charitable Foundation | The Sir Jules Thorn Charitable Trust |
| Rugby Group Benevolent Fund | The Theo Paphitis Charitable Trust |
| Steven Eagle Toyota Cambridge | The Thomas Galon Charity of Swavesey |

Sadly, it is not possible to list by name all the individuals, organisations and companies who so generously donate or offer their expertise or time in support of the Arthur Rank Hospice so, to all those unable to be listed here, we would like to reiterate our gratitude to you also.



Address: **Cherry Hinton Road, Shelford Bottom, Cambridge CB22 3FB**

Registered charity number: **1133354** VAT number: **286 3076 80**

Main reception: **01223 675777** Fundraising team: **01223 675888**

Website: **arhc.org.uk**



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