

A snapshot of a year in the life of the
Arthur Rank Hospice Charity



April 2021 to March 2022



Arthur Rank Hospice Charity

making every moment count

Making Every Moment Count

Feedback received by colleagues from people in our community about our services



Living Well - The zoom meetings "have been a godsend to me. It's so much fun - I really look forward to it. It's the highlight of my week!
- April 2021



Lymphoedema - Very grateful 100% better, can walk without pain
- October 2021



Palliative Care Hub - The most important thing is that without Hannah and Jo, instantly available on the end of the telephone, we would have been completely helpless at mum's time of greatest need - May 2021



Retail - The lady I spoke to on the phone was very helpful and organised for a wheelchair to be taken from my house to the hub. The service was free and the van arrived promptly
- September 2021



Alan Hudson Day Treatment Centre - Full of praise for the team and service, very accessible - June 2021



Bistro - They do lovely lunches here. Lovely decor. Good covid practices... Pleasant staff. Good selection of Christmas cards and other things at reasonable prices
- October 2021



Hospice at Home - Dear Hospice at Home carers, night nurses and all staff. We cannot thank you enough for all the help and support you gave us for [patient's name] final journey. I don't think we would have been able to cope without all your staff being friendly and cheerful every day, when at times it was very difficult for us. I know I appreciated all your help. Thank you so much - August 2021



Specialist Palliative Care Home Team - I just want to tell you how much [patient's name] and I appreciated your help, care and advice during his last illness. In this sad and confusing time the first thing I want to do is thank you, and I hope you will pass on my thanks to the team of carers. I will also make a donation to the hospice - October 2021



Patient and Family Support - On my last attendance, just wanted to say thank you for the support the Group has been able to give. It has been a part of the healing process after [patients' name] death in Oct 2019 and I can say things are much better now than a year ago
- July 2021



Inpatient Unit - The team here are fantastic. I really can't fault a thing. It truly is a revelation in terms of outstanding care. Mum continues to be comfortable and well cared for. I've picked up some names of the team, but meet new people all the time. I have to say also that the volunteers are awesome. So civil and respectful of the patient and carer's situation - May 2021



Welcome

Arthur Rank Hospice Charity provides care for people throughout Cambridgeshire who are living with a life-limiting illness and those who need end of life care. Our care is holistic, focusing on people's physical, emotional, psychological and spiritual needs. It focuses on the person and those who are important to them. It is our privilege to be involved in people's lives at the most difficult of times and to provide them with outstanding care and support, focused on what matters to them.

People often think that hospices only care for people with a cancer diagnosis, yet approximately 35% of people we care for are living with another life-limiting illness such as heart failure, COPD, MND or Multiple Sclerosis. We are working hard to ensure that everyone understands we are here for anyone with a life-limiting illness that requires our specialist care and support. We are working hard to ensure that our services are as inclusive as possible and that we reach out to those who might have found it difficult to access our services in the past. This might be people from ethnic minority groups, people with a learning disability or mental health issue or people who are homeless. Everybody can be confident that our services are for them and that we will provide culturally competent care.

This review provides details of the wide range of services that we provide, all of them offered free of charge to people and those important to them. These services are provided by skilled and dedicated colleagues who we are proud to know as #TeamArthur.

We work in partnership with many other organisations, notably with the Integrated Care Board (previously the Clinical Commissioning Group) which commissions many services. Yet a significant proportion of our service provision is supplemented by or funded by our charity. We are hugely grateful to our community for your continued support helping us to raise the £4.4 million needed in the current financial year.

Thank you for taking the time to read our review, we hope you enjoy it and as always, welcome any feedback.

Best wishes,

Sharon Allen

Sharon Allen OBE Chief Executive Office
@sharonallenarhc
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Care at Home

Specialist Palliative Clinical Nurse Specialists

Our Clinical Nurse Specialist (CNS) team provide consultations and specialist palliative care knowledge and support to patients living with a life-limiting diagnosis. They offer expert advice to families with a loved one nearing the end of life. Throughout the pandemic, our Clinical Nurse Specialists received 1,134 referrals. This is between 248 and 433 higher than any of the five previous years.

Hospice at Home

In 2019 a partnership approach to the Transformation of Palliative and End of Life Care (PEOLC) saw our charity secure funding from the Cambridgeshire and Peterborough Integrated Care Board (ICB) to expand our Hospice at Home service. 2021-22 saw continued recruitment activity as we welcomed a further 50 colleagues to the team. Including administrators, this brought the total number of Hospice at Home colleagues to 63 meaning we have been able to support considerably more people whose preference is for end of life care in their own home. Additional staff enabled the charity to offer a daytime service to complement the existing service.

Our Hospice at Home team work alongside local GPs and District Nursing teams to offer specialist palliative nursing care in a patient's own place of residence, often avoiding the need for admission to hospital and enabling the patient to remain in their own home, if this is their choice and it is safe for them to do so.

During the pandemic, we witnessed increased demand for this service as concern grew around the restriction on visiting if people were admitted to hospital. Although visiting at the Hospice was still permitted patients, families were often reluctant to leave their family home. 1,565 referrals were received, 342 more than in 2020-21 and 714 more than the pre-pandemic year of 2019-20.

Our compassionate healthcare assistants, supported by experienced registered nurses and led by two Hospice at Home leads offered vital nursing and personal care and a reassuring presence to patients whose wish was to remain at home.

13,239
daytime home
visits were made
as we cared for
628 people
.....

1,116
night home visits
were made as
we cared for
313 people

94% people
achieved their
preferred place of
death and when this
was not achieved it
was due to ensuring
patient safety.*

*For example, the patient needed to be admitted to another healthcare setting, such as the hospice or hospital

Average
length of stay -
Nurse Led Bed
9.5 days
Specialist Bed
17.3 days

6.6% of those
cared for in a Nurse
Led Bed and
30% of those
cared for in a
Specialist Bed were
discharged from the
Hospice to receive
support from other
care settings or to
return home

Palliative Care Hub Advice Line

Alongside our existing services, 2021-22 saw the launch of the Palliative Care Hub advice line, available via the 111 service, option 3.

This service is commissioned by the Cambridgeshire and Peterborough Integrated Care Board.

The advice line supported 1,014 patients as they took 2,153 calls, and helped to avoid 200 hospital admissions. The service was established initially providing care out of usual hours and in July 2022 became a 24/7 service.

Patient, Family Support and Bereavement

Our team were keen to resume face-to-face sessions with patients and grieving relatives as soon as they were able. For some however, phone or video calls were preferred, as people remained anxious or continued to isolate. This approach ensured that everyone could access the necessary support during challenging times. 250 referrals were received in 2021-22, a number comparable to levels witnessed in 2019-20 pre-pandemic. 120 patients were on the caseload for this team at the end of March 2022.

Education and Support

Our education team worked with colleagues across our Charity to support local care homes who offer end-of-life care to their residents. Our team provided training and guidance during the peak of the pandemic and we supported a further 49 homes during 2021-22. This was alongside a broad education programme, delivered in person at the Hospice or online, which was available to any healthcare professional.

Inpatient Unit (IPU)

Our Inpatient Unit consists of 23 beds, 21 of which are commissioned. We recognise there is high demand for beds. How best to utilise the two, as yet, uncommissioned beds is part of our new five-year strategy which started in April 2022. 12 of our beds are "Specialist", with the remaining nine used as "Nurse Led Beds" for end-of-life patients transferred from Addenbrooke's Hospital, Cambridge.

Referrals for our specialist beds over recent years have been consistently around 300 (311 in 2021-22). Unsurprisingly, as during the pandemic fewer people sought medical help and more people declined hospital care, we have seen the referrals from Addenbrooke's into our Nurse Led Beds decrease to 280 in 2021-22 from levels over 450 in the two years prior to the pandemic. Although, since April 2022, referral levels have returned to similar pre-pandemic levels.

Our Charity in numbers

These are some of the key numbers you may be interested in from the past year.



£64,409 was raised by supporters using online fundraising platforms



£21,127 was raised by supporters holding a Facebook Fundraiser



8,180 miles were run, walked or cycled by our individual challengers



We recorded **24** species of birds, **7** species of mammals and **4** species of insects at our Hospice grounds at Shelford Bottom



We welcomed **72** new colleagues and said a sad farewell to **58** leavers



Over **178** volunteers were recruited



7 volunteers joined the Life Celebration team

64 volunteers received their long service awards

9 new volunteer roles were introduced, taking the total number of roles to **56**



298 interactions* took place between patients from Caring Community volunteers

*which involved telephone calls and/or home visits

As at 31 March 2022 **260** colleagues worked for the charity, including doctors, nurses, healthcare assistants, therapists, fundraisers, social workers, counsellors, administrators, chaplain and many more roles

£4.92 was raised for every £1 spent on fundraising

£441,984 was donated to us in memory of loved ones **£949,467** was gifted to us in wills, with gifts ranging from **£100** to **£236,000**

Inpatient Specialist Bed Admissions:

11% of people admitted had a life limiting illness such as heart failure or lung disease, **72%** admissions had a cancer diagnosis, and **17%** had both cancer and another life-limiting condition

Key retail numbers

27,229 books were sold

42,212 items of ladies clothing were sold

A late 17th Century stein or mug, produced in Germany for the English market, with a depiction of King William III. Sold for **£875** to a Downham Market museum.



How your money makes a difference

2021-22 Income
£11.57m

2021-22 Expenditure
£10.29m

How we raised each £1

NHS contribution	58p
Fundraising, donations, legacies and lottery	24p
Medical consultancy services	2p
Retail and trading	8p
Non-recurrent NHS COVID-19 contribution	8p

How we spent each £1

Direct patient and family costs	69p
Fundraising, donations, legacies and lottery	5p
Management and running costs	14p
Retail and trading	6p
Depreciation	6p

See page 11/12 for a detailed breakdown of our charity accounts.

Can you help Make Every Moment Count?

If you would like to fund items listed below or wish to find out more about how you can help fund other specific elements of our services, please get in touch by calling our team on 01223 675777.

- **£61.38** can help fund the daily cost of patient transport
- **£159.20** can help pay for a community nurse, to support patients and their families in their own home, during a nine-hour shift
- Our retail volunteers generously donate their time and we reimburse for their travel and parking fees, this equates to **£1,790** per year
- Our services are outstanding and that is largely due to the professionalism and excellent standards of care provided by our colleagues. It costs us **£5,500** per year, to provide a basic level of mandatory training
- **£1,551.28** is the average daily cost of opening our Living Well suite to welcome patients and their carers
- **£2,581.33** enables us to fund a Living Well programme, which is typically eight sessions for one patient
- **£158.67** is the monthly cost of lighting, heating and cleaning one of our two family apartments on our Inpatient Unit
- **£30** contributes to the cost of a one hour counselling session with a member of the patient and family support team

All information relates to budgeted expenditure for 2022-23, it is possible that since these budgets were agreed that these costs may have increased due to changes in the financial landscape.



Living Well

Living Well programmes typically involve once a week contact for eight weeks and engage our multi-disciplinary team. The experienced team take time to listen to patients, help people plan for the future and support people to live well now. Sessions are provided on common issues such as anxiety, fatigue and breathlessness and patients are encouraged to try exercise sessions, complementary therapy and creative activities. The team provide the opportunity to discuss Advance Care Planning and Symptom Management. During the pandemic each of these sessions has been created as free to view videos which can be watched by people in their homes at a time convenient to them.

During 2021-22 the number of face-to-face patients being seen in groups increased from eight to ten and a revised timetable was introduced to offer a mixture of face-to-face and virtual sessions. Drop-in clinics, such as an exercise group also take place on Wednesday mornings.

The multi-disciplinary team include our: Nursing Team, healthcare assistants, Life Celebration and Creative Coordinator, Physiotherapist and Occupational Therapists, Complementary Therapists, Chaplain and Music Therapist.

Caring Communities

This small team of 12 volunteers, led by our Caring Communities Coordinator, achieved so much in very difficult circumstances. Through regular phone calls, they formed friendships which reduced feelings of isolation and loneliness, provided structure and companionship and gave people hope.

302
referrals received

In March 2022
168 patients were
being supported

50.5%
of people supported
had a life limiting
illness such as heart
failure or lung disease
30.5% cancer
and, **19%** both
cancer and another
life-limiting condition

.....

41
patients were
supported
through Caring
Communities

Care in Wisbech and the Fens

Having undergone a refurbishment in 2019, our Alan Hudson Day Treatment Centre completed the ambitious project with the landscaping of the gardens in early 2022. The special occasion was marked with a Royal Visit by HRH The Duchess of Gloucester in July 2022, just post this reporting period.

Services include Living Well, treatment and clinical days (including blood transfusions, oncology and symptom management), complementary and diversional therapies, bereavement and support services.

Support is also available to patients and their families in their own homes through the Hospice at Home service and a community specialist palliative care service (one part-time Clinical Nurse Specialist) which ensures integrated care.

The Centre received 365 referrals, a number comparable to pre-pandemic levels and, in March 2022, the Centre was supporting 273 patients, the greatest number recorded in the past five years.

Transitioning Young Adults

29 young people and their families were cared for by our Young Person's Transition Coordinator. The project is focused on providing the support required by young people and their families as they navigate moving from children's services delivered by EACH (East Anglia's Children's Hospice) to adult hospice services (either with Arthur Rank Hospice Charity or Sue Ryder Thorpe Hall). This was the first full year of the three-year pilot which started in 2020 and, although understandably face-to-face contact with this vulnerable group was limited, support moved online or over the phone. This is an important area of work as, whilst this group is small in number, the needs of these young people and their families are complex and multi-faceted.

Widening Access

Working with the Cambridge Mosque

Our data shows that the numbers of people accessing our services from minority ethnic communities, including the Muslim community, are low. We are working hard to change this and have a Widening Access Group made up of colleagues from throughout our organisation with an action plan to tackle a number of areas. Part of this work has been our engagement with the Cambridge Central Mosque and with the Karim Foundation.

We were delighted to be invited to participate in a Health Hub event with colleagues from Cambridge Central Mosque, organised in July 2022.

The theme of the event was Living Well Till The End Of Life, introducing worshippers and the community at the Mosque to the services provided by Arthur Rank Hospice Charity.

Our CEO, Sharon, gave a presentation outlining the full range of services provided by the charity; job and volunteering opportunities and ways the community can support us, followed by an engaged Q&A. Imam Sejad Mekić gave a follow on presentation explaining the focus of the Muslim faith on end of life and support from healthcare, including hospices.

Workshops were offered demonstrating relaxation and complementary therapy techniques and providing more detailed information about the hospice and ways to engage.

We were pleased to make lots of positive connections which we are now following up. This includes arranging visits and volunteer interviews and signing people up to join Bridge the Gap and a team entering Chariots of Fire.

We hope to return for a further event as part of the work of our Widening Access Group to ensure that people in all parts of our community know about our services and are confident to access us knowing that we will provide culturally appropriate care and support.

We're not perfect

In last Annual Review (2020-21) we introduced our 'We're not perfect' section and many people commented on this and our openness. There is always more work to do and we can always learn. We can do things differently, we can reach more people, and we can be more environmentally aware.

We are always sorry when we don't meet expectations and keen to learn from these experiences. During the year we received two complaints and seven concerns. A summary of the two complaints can be found in our Quality Account.* The concerns have also been addressed and feedback provided.

The Hospice User Group works with us to advise on where improvements can be made and we encourage anyone who is interested to get involved. More details can be found at: arhc.org.uk/hospice-user-group

We provide a 'You Said, We Did' update in the entrance to the hospice so that people can see the action we have taken when feedback is provided.

We welcome all feedback as an opportunity for us to improve our services.

Our financial position

We have worked hard to develop service provision and, despite the pandemic and the challenges this presented, have established new services as well as continuing to progress others. Whilst this is positive as it enables us to meet the needs of more people, it also means that we have taken on additional costs. Whilst much of this has been met through new contracts with the Integrated Care Board, we continue to support all service areas and consider long-term sustainability of these costs. Without the additional support from NHS England (NHSE) (see below) it would not have been possible for us to undertake these important developments and we are grateful for this support. However, it is important to note that these funds are non-recurrent whilst the costs of course are recurrent and will increase each year as they are primarily costs of employing additional colleagues.

We have retained a strong focus on financial controls. We have managed costs and taken a prudent approach to setting budgets. Our income generation activities, including fundraising, have all worked extremely hard to secure the additional funds required and this will continue to be a stretch for our teams as we plan ahead.

We are pleased to be in a position to report an increase in income on the previous year, largely as outlined above due to service developments commissioned by the Integrated Care Board. Expenditure has been managed tightly and,

through careful management and support with funding, we are pleased to report a net surplus of £1,287k (2021: £319k). This surplus has resulted in an increase in reserves to £11.2m (2021: £9.9m), with total free reserves that are freely available to spend on any of the charity's purposes increasing to £3.79m at 31 March 2022 (31 March 2021: £2.21m). This has enabled us to move closer to the reserves policy approved by Trustees.

A significant contributor to our ability to report this surplus has been the funding received via Hospice UK from NHS England (NHSE). Without this funding we would have been reporting a considerably more worrying outcome for the year. The NHSE awarded this funding to allow hospices to make available bed capacity and community support from December 2021 to March 2022 to provide support to people with complex needs in the context of the COVID-19 situation.

We are predicting difficult times over the next few years as we move to recover our generated income streams whilst managing the increased costs in all clinical and supportive areas. This modest increase in our reserves will go some way towards strengthening our financial position to support our service provision during this continued recovery phase.

Consolidated Statement of Financial Activities for the year ended 31 March 2022

	Unrestricted funds 2022	Restricted funds 2022	Total funds 2022	Total funds 2021
Income from:	£	£	£	£
Donations and legacies	2,043,321	220,943	2,264,264	1,864,629
Charitable activities	1,689,035	6,025,146	7,714,181	6,628,525
Other trading activities	1,583,218	11,809	1,595,027	807,056
Investments	3,761	0	3,761	2,191
Total incoming	5,319,335	6,257,898	11,577,233	9,302,401
Expenditure on:				
Raising funds	1,801,172	20,002	1,821,174	1,201,597
Charitable activities	2,064,819	6,404,400	8,469,219	7,781,957
Total expenditure	3,865,991	6,424,402	10,290,393	8,983,554
Net income before transfers	1,453,344	(166,504)	1,286,840	318,847
Transfers between funds	(202,642)	202,642	0	0
Net income/(expenditure)	1,250,702	36,138	1,286,840	318,847
Reconciliation of funds:				
Total funds brought forward	9,231,792	687,523	9,919,315	9,600,468
Total funds carried forward	10,482,494	723,661	11,206,155	9,919,315

Consolidated Balance sheet as at 31 March 2022

	2022	2021
Fixed assets	£	£
Tangible assets	9,612,812	10,087,452
Current assets		
Stocks	14,647	15,384
Debtors	2,117,545	1,079,798
Investors	680,625	
Cash at bank and in hand	2,910,158	2,831,600
Total	5,722,975	3,926,782
Creditors: amounts falling due with one year (954,632)		(814,919)
Net current assets	4,768,343	3,111,863
Total assets less current liabilities	14,381,155	13,199,315
Creditors: amounts falling due after more than one year	(3,175,000)	(3,280,000)
Net assets	11,206,155	9,919,315
Charity funds		
Restricted funds	723,661	687,523
Unrestricted funds	10,482,494	9,231,792
Total Charity funds	11,206,155	9,919,315

Above is an extract from the Trustee Annual Report for the year ended 31 March 2022. This can be viewed in full at arhc.org.uk/about-us/governance



Volunteers

The work of the charity is made possible by an army of volunteers, comprising more than 500 people in over 56 roles. Their dedication shone through during the pandemic as people stepped into new roles, agreed to new ways of completing tasks and simply remained patient whilst we navigated the art of what was and wasn't possible. Colleagues across the charity are acutely aware of how crucial volunteers are and, where roles were paused, how much we missed their wealth of skills and expertise.

Donations and Fundraising

Times have been tough but, once again, our community rallied around. Donations from local businesses were received, people signed up to Gift Aid on new or previous donations and we discovered that many people had remembered us in their will, resulting in our largest value of legacy gifts (£947k) in recent years. Several grant funders and trusts allowed us to use funding which had previously been granted for specific projects to be used where it was most needed which helped the charity to maintain cash flow and keep services running.

In-memory gifts were extremely poignant and we saw support for our online Tribute Funds, Forever Loved grow with many people purchasing a leaf on our memory tree. It has been our pleasure to provide people with meaningful ways to remember loved ones and whether you joined us at Light Up a Life or dedicated a Sunflower memory, we have been delighted to come together to remember those no longer with us.

Retail

Our five shops and our Retail Hub were forced to close for long periods, meaning many colleagues were furloughed and volunteers had to be stood down. We lost an estimated 12 days of trading and the associated income during their closure. Colleagues who were able to continue working sold as much of our existing donated stock as possible online to keep funds coming in. At the height of the pandemic our retail team was sorting 1,600 bags of donations a week and, when we were permitted, we organised collection points in community centre car parks to minimise people's travel and to ensure that our shops would be fully stocked when we reopened.



How can you help?

Volunteer

Do you have a few hours a week you could spare on a regular basis? We are recruiting volunteers in a selection of areas, particularly for our shops, our bistro, and our fundraising activities. Full training is given. We also welcome support for one-off projects by individuals, community groups or corporate organisations who wish to contribute towards a specific outcome within a certain period of time.

Shop

Whether you are donating pre-loved goods or buying something, we would love you to pop by and support us. Don't forget, by Gift Aiding your donation, we get an extra 25% on top of the sale price! We have five shops as well as a Retail Hub and our eBay and online stores. We sell a fantastic range of women's, men's and children's clothes and accessories. We also sell books, bric-a-brac, music and vintage collectables and furniture in addition to new goods. Whether you are shopping or donating pre-loved goods, we would love your support.

Host or join an event

We have a fun-filled calendar of events from walks and challenges to tea parties. Alternatively, you could put on a fundraising event yourself in aid of our charity with the support of our friendly and supportive fundraisers.

Play Your Hospice Lottery

As a lottery member you'll be contributing to the £200,000 raised each year which directly funds patient care. Each week you have a chance to win £1,000 - along with 200 other cash prizes. PLUS... there's a weekly rollover of £500, up to a maximum of £25,000!

Leave us a gift in your Will

If you have already pledged a gift in your will to us, thank you! If you haven't but you would like to, we have a free will service available through Farewill (arhc.org.uk/IWill) or we'd invite you to talk to our Future Gifts Officer on 01223 675881. Leaving us a gift, whether that is a fixed sum or a percentage of your estate, is a wonderful way to ensure your gift helps future generations.

Donate

The Charity's excellent work continues 365 days per year. In 2022/23 we need to raise over £4.44million to ensure that we are there for those who need us the most. Your donations really matter.

Gift Aid

Any donation you make will be gratefully received and if you Gift Aid your donation, we are able to claim 25% tax back from HMRC at no cost to you.

Making Every Moment Count

Feedback received by colleagues from people in our community about our services



Hospice at Home - Thank you for making mum's last days so comfortable. We really appreciate the love and care that you gave her and the support you gave the family - January 2022



Lymphoedema - Thanks a million, you have been brilliant, at a time when others haven't been - September 2021



Outpatients Clinic - Thank you for all the care you gave our mum over her last months. They were much better and easier for her because of you and you were also a solace to us - September 2022



Alan Hudson Day Treatment Centre - Thank you all so much for another year of help and support. I value it so much it helps me along the way. You are a super bunch of people - December 2021



Patient and Family Support - I didn't feel very lively before, but when I come here, the music enlivens me. It's liberating! - November 2021



Complementary Therapy - You were on top of everything which I was so grateful for. Thank you for everything and all your support, we really appreciated your personal touch - March 2022



Inpatient Unit - This is exactly how I would describe the hospice, a first-class hotel with the most amazing staff. We were offered to stay in the family accommodation (which was beautiful) but instead we chose to stay every night in my dad's room. We honestly owe so much to the wonderful staff there and it's a place we support at every given opportunity, including an annual charity football match in my dad's memory. Special thanks to Rita and Kate, our angels - August 2021



Specialist Palliative Care Home Team - Thank you for organising care and eventually getting him a bed at the hospice. You have always been so helpful and willing to take time to listen and talk things through. [patient's name] passed away peacefully at the hospice. We really couldn't have asked for anything better for him in those last few days - August 2021



Living Well - These treatments have helped me so much. I have come to think of them as "stepping stones" helping me to manage my grief. The conversations that we have had have been invaluable to me and your treatments are wonderful, I feel so relaxed and peaceful afterwards - October 2021



Education and Conference Centre - Thank you so much for everything you did to make us so welcome last week. Everyone thought the facilities are great and are delighted that we are able to support the charity. I have left a review on the hospice Facebook page and shared our fantastic experience of your facilities on our own social media pages. We look forward to hiring the facilities again in the future - October 2021



Signing off as a Trustee

There have been so many changes in the 12 years since I became a Trustee of the Arthur Rank Hospice Charity that it's hard to know where to start. Independence, the new building at Shelford Bottom, expanding our reach with the Alan Hudson Day Treatment Centre in Wisbech and now Hospice at Home across the county, adding new services along the way, it seems we've hardly had time to draw breath over the last decade. Our annual budget is many times what it was 12 years ago, and the need for our support has never been greater.

I think the biggest lesson I have learned during my time as a Trustee is not to be afraid of change, especially when faced with unexpected challenges. The pandemic tested the Charity's resilience to the extreme but never took our

focus away from the reason why we are here. We found that, with the right team in place, a strong strategy guiding day-to-day and longer-term decisions, and a phenomenal base of supporters, you can cope with just about anything. In this 40th anniversary year, while our celebrations have been somewhat curtailed by circumstances, we have nevertheless initiated campaigns like Sponsor a Nurse to help ensure that we can continue to deliver our services where and when they are needed.

Being a Trustee has been extraordinarily rewarding and I'll no doubt be back as a volunteer - say 'hello' if you see me standing at a road junction and pointing as hordes of Father Christmases, elves and reindeer run by!

Kate Kirk

Charity President: Lady Chadwyck-Healey

Charity Patrons: Baroness Cohen of Pimlico, The Rt Revd. Stephen Conway, Bishop of Ely, Sir Derek Jacobi CBE, Lady Marshall, HM Lord-Lieutenant of Cambridgeshire Mrs Julie Spence OBE QPM, Mrs Belinda Sutton DL, Dr Nigel Williams MB. Ch.B., M.R.C.G.P., D.C.H.

Chair of Trustees: Antoinette Jackson

To find out about our Trustee Board and Senior Leadership Team, please visit arhc.org.uk/about-us/meet-our-team

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