

DOROTHY
HOUSE
Hospice Care



Laying strong foundations

annual report 2005/06



■ As I write in this our 30th birthday year, the completion of the new extensions is in sight - and I am confident this outstanding building will give us space to care for the next 20 years. At 31 March 2006 we had £2 million pledged towards the Space to Care appeal - and although many people on the committee have worked hard to bring in funds, I must single out Rupert Dewey and Rob James for their efforts.

■ As well as their sterling work in bringing in money for the capital appeal, our fundraising team have managed to sustain the revenue funding, which is vital in ensuring that we continue to provide our comprehensive services to patients and their families.

■ Despite the huge disruption arising from the new build project, patient care has continued at its very high standard. This was confirmed by the Healthcare Commission inspection that took place during the building work.

■ We have seen an increase in referrals to both the Dorothy House Nurse Specialists and to the Hospice at Home service over the year - in line with the NHS-led trend towards delivering more services in the community.

■ The year also saw the making of a film reflecting the work done by Dorothy House Hospice Care, both at Winsley and in the wider community. Everyone involved in the production of this moving and thought-provoking documentary, including director Michael Darlow and narrator Dame Judi Dench, gave their services completely free of charge. We are enormously grateful for their generosity and expertise.

■ We said goodbye to vice-chairman Stephen Hayward, who has been a loyal and supportive

trustee for nine years, and welcomed David Britton, senior consultant, in his place.

■ During the coming year, I will be handing over the chairmanship to Sheila Reiter. I have been honoured and proud to be chairman at an exciting phase of development for Dorothy House, and I know my successor will continue to build on recent achievements with the help of an excellent team of trustees and staff.



Paddy Stewart-Morgan
Chairman of Trustees



**I am confident
this outstanding
building will give
us space to care
for the next 20 years"**

Our mission statement

■ **Dorothy House is a charity**, founded on Christian principles of care. All our services in the community and the hospice are provided free of charge and with equal access to all.

■ **Our aim is to offer** physical, psychological, social and spiritual care to patients and their families facing life threatening illness, death or bereavement, who have specific problems which need our specialist skills.

■ **In partnership with all others involved**, we focus on quality of life, respecting the uniqueness of each person and their family.

■ **We seek to promote the development** of palliative care through education and research.

Our vision

■ **To enable all patients and their families** to have the appropriate care and support they need, at the right time and in the right place to achieve the best quality of life possible.



You are a super team for whom nothing is too much trouble, always ready to listen and always so cheerful”





■ **Dorothy House Nurse Specialists** provide support and advice to patients and their families, and collaborate with other health care professionals and agencies across the catchment area. They are usually a patient's first point of contact with Dorothy House Hospice Care.

■ **With some staff leaving** and a reconfiguration of the service we have welcomed four new members to our team, bringing the total to 14. They bring with them a vast array of knowledge and skills in palliative care, cancer care, lymphoedema, teaching and community nursing.

■ **The Carers Course has continued** and is greatly valued by carers of patients. The course gives them information, support and the opportunity to voice their concerns and feelings. The course has been presented at the RCN Cancer Care Conference.

■ **The Hospice at Home service continues to provide** increased care to patients in the last two weeks of life, and limited respite care.

■ **Demand for the Hospice at Home service continues to grow**, with over 700 more hours of care provided, compared with 2004/05 - this represents more than 100 additional visits.

■ **In response to the increased demand**, plans are in place to recruit more nursing assistants and a clinical secretary to relieve co-ordinators of administrative duties to concentrate on providing care.



He died where he wanted to be, at home with us"

■ **The Family Support Team** provides psychological, social, spiritual and family support to patients and families before and after death. The team includes two social workers - one for adults and one for children and adolescents, a chaplain and a bereavement co-ordinator.

■ **Two volunteers with experience** working with bereaved adults have received further training and support from the children and young people's social worker and are now working with younger bereaved clients. A third group of volunteer bereavement workers completed their induction training and joined the bereavement service. Bereavement support groups, in partnership with Bath Cruse Bereavement Care, have been run for adolescents, and for widowers and male partners.

■ **A second social work student** joined the team for a four-month placement, producing a helpful paper that prompted us to review our education and literature policies on equality and diversity.

■ **A pilot project has started** to look at carers' information needs.



The children's social worker was fantastic ... she gave me a lot of help"





■ **The Education Department** has continued to provide a range of educational programmes for both its own staff and volunteers and for external individuals or organisations.

■ **In January 2006 a new Head of Education,** Helen de Renzie-Brett, joined the team.

■ **This year saw the continued development** of the palliative care link nurse project within care homes in the local area. This scheme has been evaluated positively by the link nurses, who feel that their knowledge in the area of palliative care has increased. The opportunity for networking with other nurses in care homes has been particularly valued.

■ **Jointly with St Peter's Hospice** in Bristol, we continue to implement part of the national End of Life Care Initiative, which involves the delivery of a programme of education to care homes across the area. We have completed the pilot phase,

which is currently being evaluated, and have started the next phase. The project is being rolled out to further homes over the coming year.

■ **This year also saw the first course** for staff who are managing volunteers, a recommendation arising from the review of voluntary services. This was well received and further courses are planned for next year.

“ **The opportunity for networking has been particularly valued** ”

■ **The Dorothy House Day Patient Unit** is based at Winsley and works to enhance the care patients receive by making a positive contribution to their lives and that of their carers.

■ **It runs from Monday to Friday** and patients can attend at any stage of their illness. Most people come in for a day a week, usually for about six months. The day provides the opportunity to talk to others in a similar situation, make friends, talk to the doctors, have lunch together and share a joke. Patients also enjoy days out, and some are able to spend a short break at Center Parcs - pictured below are patients and staff relaxing in the Aquasauna.

■ **Complementary therapies** are co-ordinated by a registered nurse based in the Day Patient Unit with qualified volunteer therapists providing a range of therapies including aromatherapy, reflexology and reiki.

■ **Creative activities can be very therapeutic** as they offer diversion from the difficulties many patients face. The creative therapy co-ordinator

is based with the Day Patient team and offers activities for both day and in-patients. A 'life stories' autobiographical writing project has been initiated by the team this year and has been found to be very beneficial for patients.

■ **During the new building work**, the Day Patient Unit has been based in the Bloomfield Suite, but will move back to its refurbished home in autumn 2006.

■ **We were delighted to promote Alison Stevens**, the Day Patient Unit leader, to Director of Nursing. Her successor is Chris Krajniewski.

“ **Life stories is a brilliant concept – it's really fired my imagination**”





■ **Since August, when the building work began,** we have continued to provide planned respite for one week periods, as well as acute symptom control and end of life care.

■ **The refurbishment is complete** and all rooms are modern, offer flexible use of space and all now have en-suite facilities. Other new facilities include a relatives' overnight room, bathroom with hydro bath, and staff room. Corridors have been redecorated and recarpeted and the Unit kitchen has been completely modernised. It was challenging at times providing 'business as usual' amidst the noise and dust, but patients, visitors and staff were very tolerant and the building team worked with us and were sensitive to the needs of patients.

■ **We have been meeting representatives** from the University of the West of England and hope to be taking student nurses for 12-week placements later in the year. Currently we are only a 'satellite' placement for other areas and this development acknowledges the very positive learning environment audit and recognises that student nurses can expect a high quality placement here.

■ **A number of nursing auxiliaries** have completed competencies in specialist palliative care.

“ **Because of you we can look back over the last three weeks with joy as we remember the lovely times we spent with Dad**”

■ **From May 2005** the physiotherapy and lymphoedema teams have been amalgamated under the newly appointed superintendent physiotherapist, who now manages both services.

■ **The newly appointed community-based lymphoedema staff** are undergoing their formal training and we are negotiating with the local NHS for clinic and office space in the community, due to ongoing community hospital closures and restructuring.

■ **The move into the new outpatient wing** will enhance the level and quality of treatments we will be able to offer our patients.

■ **New developments for the physiotherapy service** include the provision of acupuncture and a pilot scheme for fatigue management.

■ **We wish to congratulate Marjorie Coulthard** on her well-deserved MBE, which we see as a recognition of the work she contributed in establishing a very fine physiotherapy service at Dorothy House Hospice Care.



“

**“I didn’t realise
how effective
acupuncture could
be”**

■ **In 2006 Dorothy House is aiming to achieve Investing in Volunteers**, the new UK award recognising organisations' commitment to high-quality volunteer involvement. We want to publicly demonstrate our efforts to make volunteering a rewarding and valued experience. We hope the award will help us to build on our strengths and continue our work towards best practice in all areas of volunteer management.

■ **We currently have 203 volunteers working at Winsley and about 500 in our 18 shops.** The role our volunteers play is critical, directly and indirectly, to the care we provide to patients, their carers and families. They provide a wealth of skills and experiences for us to draw on and are all incredibly committed.

■ **Volunteers based at Winsley** give their time to many areas of the hospice, including day patient and in-patient support, complementary therapy, bereavement work, fundraising and of course, driving. Our volunteer drivers are always in demand and provide transport for day and in-

patients, out-patient appointments and many other ad hoc journeys.

■ **Volunteers provide the backbone of our shops operation** and their skills are utilised in many areas including stock sorting and preparation, display and customer service.

■ **We pride ourselves on the very high retention rate** we have with our volunteers, a significant proportion of whom have now completed 10, 15 and even 20 years of wonderful service, for which we are indebted and which we mark at our annual long-service volunteers' tea party.

■ **We continue to encourage** all Dorothy House staff to look at innovative, distinctive and different ways of enhancing our services using volunteer skills, which is enabling us to create more new volunteer roles, such as researching new sources of income and piloting the use of eBay.

■ **Our volunteers enable** Dorothy House to deliver services worth more than £800,000 a year.



■ **Despite the most difficult trading year** for several years, sales increased and profits rose from £420,000 to more than £500,000.

■ **We carried out refurbishments of our shops** in Malmesbury, Frome and Westgate Street, Bath, all of which are proving successful.

■ **We have started selling some goods** on the on-line auction site eBay, with a dedicated operation run by two expert volunteers. The project started in January and sales have already brought in some substantial sums.

■ **Six of our shops** now have card terminals.

■ **Looking forward to the coming year**, we have a new shop opening in Westbury, and plans to move to better sites in Warminster and Bradford on Avon.



“

My local Dorothy House shop is very well stocked and caters for all ages”

■ **As the local hospice**, supporting and supported by local people, we benefit from a very broad range of fundraising activities, from coffee mornings and cake sales that bring in valuable regular revenue to one-off events such as concerts, balls and sporting challenges. Our community fundraising sees income from individuals, groups, churches, trusts and others who help on a regular basis.

■ **Running events and other physical challenges** are growing in popularity, providing us with an increasingly important income stream.

■ **This was another year of increased support** from companies and their employees. Working with Platinum Renault, our first car raffle was a success, selling 13,500 tickets. We held the fourth and final Stock Market Challenge, generously sponsored by Belgrave Asset Management, raising a total of £50,000 from the four events.

■ **A very positive way to remember someone special** is to set up a 'tulip fund' - 25 were in place by the end of the year, providing funds for nursing care.

■ **Our long-term legacy campaign** continues and we saw this source of income boosted over the year to £954,000.

■ **The relaunch of the website** in early 2006 allows us to update on a day-to-day basis and has boosted the number of visits to the site.

■ **We have a strong and committed fundraising team** under the leadership of Katrina Sudbury, who was promoted in August 2005 from deputy director of fundraising and PR.

■ **Our 30th birthday celebrations** began in January and have gathered momentum through the year, with the expectation of a significant increase in donations.





■ **Work on the Space to Care new build** started in August 2005 and is on target for completion in autumn 2006.

■ **By 31 March 2006, just over £2 million** of the £2.37 million total cost had been raised by the private Space to Care appeal, from charitable trusts, major donors, legacies and reserves.

■ **The major extension** is the out-patient wing, and its innovative design provides treatment, family and counselling rooms, and a chapel. The other wing houses the Hospice at Home team, Family Support team, volunteer co-ordinators, the education department and a new lecture room.

■ **The extension to the in-patient unit** created a new staff room, relatives' overnight stay room and a brand new large bathroom with a hydro-bath.



There is great excitement about moving in to the new wings and putting the space to good use"

■ **Last year saw donations of just under £1 million**, only slightly down from the previous year's record, and a further £370,000 donated towards the new building capital appeal.

■ **Shops' net income rose by 19%** to over £500,000, and investment income by 14%.

■ **Last year showed a strong growth** in legacy income, which almost doubled to £954,000. Legacies are becoming increasingly important in supporting Dorothy House's finances.

■ **Income from contracts and grants** from the NHS increased by more than £101,000 - 6% up on the previous year.

■ **Expenditure remained steady at £3.6 million**, with an increase of £169,000 in spending on patient care, 6% up on the previous year, and a decrease of more than £50,000 in fundraising and publicity costs. This left us with a net income of £1,048,000, of which £521,000 is allocated to the new building project, due for completion in September 2006. The Trustees have decided to put a further £100,000 of reserves into the new build project, over and above the £650,000 set aside in the previous year. The remainder has gone into our reserves which are essential for investment in future services and facilities, for continuity in times of change and for the long-term stability of the organisation.

■ **From 2005/06 our accounts** will show support costs allocated to each service.

2005/06 income (£ '000s)

Contracts/Grants	1,728
Donations	981
Donations (new building project)	370
Legacies (received in year)	345
Legacies (increase in accrual)	609
Shops	501
Investment income	156
Total	4,690

2005/06 expenditure (£ '000s)

Patients	2,979
Education	358
Fundraising & publicity	274
Governance	31
Total	3,642

We need to raise more than £6,000 every day of the year to keep our free services to patients and their families at their current level

Where the money comes from ...



37 %	Contracts/Grants
21 %	Donations
8 %	Donations (new building project)
7 %	Legacies (received in year)
13 %	Legacies (increase in accrual)
11 %	Shops
3 %	Investment Income

... and where it goes



82 %	Patients
10 %	Education
7 %	Fundraising & Publicity
1 %	Governance

○ Towns with
Dorothy House
shops



Every day, Dorothy House Hospice Care helps more than 800 patients and their families, mainly in their own homes. We couldn't provide this level of care without support from the whole community. Thank you.

Company Secretary: Peter Lennard
Registered office: Winsley, Bradford on Avon,
Wiltshire BA15 2LE

Registered company no 1360961 (limited by
guarantee)

Registered charity no 275745

Bankers: National Westminster Bank plc, Bath

Solicitors: Wood Awdry & Ford, Chippenham

Auditors: Moore Stephens, Bath

Patron: Her Grace The Duchess of Beaufort

Dorothy House Foundation Trustees
as at 31 March 2006:
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Dr Stephen Hayward - Vice-Chairman (to 27/9/05)
Annie Hastings - Vice-Chairman (from 27/9/05)
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Helen de Renzie-Brett - Head of Education
Jennie Flory - Campaign Director
Dr Christopher Higgs - Medical Director
Stewart Hoare - Head of Retail
Peter Lennard - Head of Finance & Facilities
Alison Stevens - Director of Nursing
Katrina Sudbury - Director of Fundraising & PR

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