



ANNUAL REVIEW 2017/18



CHAIRMAN'S WELCOME

Helping those we support in our community to live as well as they can, and when the time comes, to die as well as they can, is at the heart of our services here at St Columba's Hospice.

No one person or group makes our vital services possible. An incredible team here at the Hospice makes our vision of providing care and support, when it matters most, a reality.

This review of our year is about sharing some of the work and commitment of that team from 2017/18. It's a snapshot of what goes on here at the Hospice, what we are doing to reach more people in our community and, importantly, how we are delivering care beyond the walls of our building here in North Edinburgh. It's also about the people that matter most – the individuals and families we have the privilege of supporting.

No two people are the same and that's why our care is about tailoring what we do to the needs of each person as an individual. There is no "one size fits all" for the palliative support we provide, rather each person can access the aspects of what we do that is right for them, be that physiotherapy, spiritual care, complementary therapies or many of the other holistic care opportunities on offer.

People are very much the focus for what is contained within this review; the people who provide our care and support, the people who volunteer their time and energy, the people who go the extra mile to fundraise for us in a myriad of wonderful ways, and, at the centre of it all, the people we support.

It continues to be a highlight of my time as Chairman of St Columba's Hospice to see on a regular basis the results of the teamwork that takes place here at the Hospice day in and day out. Families are able to spend quality time together, and patients are supported in their own communities, in our day therapies unit and also in our inpatient unit all thanks to the network of support that extends well beyond the hospice grounds.

As we moved into year three of our five year Hospice plan we continued to develop our services in line with our ambitious strategy, "Care and Compassion Matters". At a recent Board meeting we had the chance to hear about one such development, the extension of our music and arts work across the Hospice. The Board heard about the continued growth of our activity in this area, extending the use of our artistic drawing and painting spaces for patients and of our bold aspiration to make music and art an integrated part of life here at St Columba's Hospice.

What struck me most was the story of a gentleman called Nick. Whilst receiving palliative care on one of our wards, Nick was delighted to have members of the choir he conducts in Edinburgh come in to the Hospice to perform songs not only for him and his family, but also for other patients, volunteers and staff members in that day. By all accounts it was an incredibly special experience, where a moment was shared by a wide cross section of those that make our care environment so very special.

In many ways the story about Nick sums up perfectly what we do, and demonstrates why bringing a unique, skilled and committed team together for a shared purpose can be so very powerful.

Dr Norval Bryson
Chairman, St Columba's Hospice





A SUMMARY OF ACTIVITY FROM 2017/18

Our care services at St Columba's Hospice can be split into three broad areas – our inpatient services, our outpatient services and our community work.

Our two inpatient wards, Cedar and Pentland (named after the tree in our grounds and the hills that border Edinburgh to the south respectively), were busy throughout 2017/18 with an occupancy level of over 87%. Over 840 referrals were received to all of our services with support provided to them and their families.

On our inpatient wards the average length of stay was 20 days, however, a significant number of those supported on our inpatient wards were considered stable enough to be discharged from our services.

In 2017/18 we continued to develop our day therapies service in the beautiful north wing of our building which overlooks the Forth across to Fife, and down the coast to East Lothian. Patients come to our day therapies sessions and experience a warm and welcoming rehabilitation focused approach to specialist care, including physiotherapy, art and music and the chance to socialise with other patients in a similar position. We also continued to develop our indoor and outdoor therapeutic activities in order to enhance the independence and quality of life of our patients. This included work in our gardens to create an environment where patients can access the outdoors, and can enjoy gentle physical rehabilitation.

In 2017/18 we saw over 480 attendances to our day therapies service, with work commencing across multiple teams to spread the message across our community about our new services in this important area.

Throughout 2017/18 we also continued to provide care and support to individuals in their own communities. We met with patients in their own homes, and on their own terms, in Edinburgh, and also in East Lothian in partnership with the East Lothian Palliative Care Team.

One of the new developments we began in 2017/18 was a project to extend our bereavement support work to children and family members who have experienced the death of a primary care giver or family member. The foundations were put in place for this project in 2017/18 and a funding strategy launched.

In terms of the conditions those we support have, there continues to be a variety of diagnoses, however cancer remains the predominant one. In 2016/17 we saw more non-cancer diagnosis referrals than in 2015/16, and this trend continued in 2017/18 with 104 non-cancer referrals.

OUR UNIQUE WORKFORCE

Our workforce is a wonderful mix of staff and volunteers, all playing a vital role in delivering support to individuals and families when it is needed most.

Working alongside each other in almost all areas of our work, our staff and volunteers create an environment in the Hospice that is relaxed and friendly. Where people meeting, talking, and providing support to one another is the priority.

Some of the highlights from 2017/18 included;

- The completion of our staff survey, with each member of staff able to share their thoughts and opinions about working at the Hospice. The Volunteer Services Manager and HR Manager coordinated staff groups which worked on action plans arising from this survey.
- Our ever popular staff BBQ and awards where 18 members of staff received long service awards, totalling an incredible 250 years of service.
- Three volunteers receiving the Edinburgh Lord Provost's Inspiring Volunteer Awards. Alongside this our volunteer can-collecting team won a team award.
- 607 volunteers in total being involved in the Hospice throughout 2017/18 – a 3:1 ratio in terms of volunteers to staff.
- A new yoga class being set up for staff. This early morning energy boost has been incredibly popular with a wide cross section of teams in the Hospice.
- A change to our induction process. From 1 January 2018 all new staff and volunteers have attended the same induction day, further embedding our commitment to a fully integrated workforce across the Hospice.
- An exciting new ward volunteer role which was piloted in January and February 2018. This role will be further developed in 2018/19.
- The completion of a volunteer satisfaction survey, carried out at the start of 2018, which showed that 98% of respondents have a clear idea of what is expected of them and 98% enjoy their volunteering.
- The chance to hand out an incredible long service award to a truly wonderful volunteer who has dedicated over 40 years of support to the Hospice.





RAB'S STORY

“It’s a great place to be if you just want to chill out and read or relax. I’ve got plenty of family that come to visit, I like having the freedom to show them around the building, let them see the views and we go down to the café and have a cup of tea or a coffee or hot chocolate.”

“I first found out I had breast cancer in 2004. I proceeded to have surgery to remove the area of cancer, and was given the all clear. I returned to work and everything was fine for a while, but then I started to get pain and swelling in my stomach. The doctor at first didn’t think it was anything to worry about but following an appointment with the oncology department I was told that the scan showed bone cancer on my ribs and chest bone. I then had radiotherapy and again was okay for a few years, but this all changed very suddenly.

I began to get pain when I was walking and got crutches at first but then it got to the stage it was too painful and I couldn’t walk at all. At the time I was on holiday at my sisters, and when I came back they got me into the Western General Hospital where I had another scan and found out the cancer was in my lower back and spine. There were also some smaller particles around my chest bone. So after we found out that had happened we decided to go down the route of chemotherapy. I’m currently going through a two week course of chemotherapy, using a new tablet form of treatment, we’ll just need to wait and see how it has worked.

I was first referred to the hospice by a consultant at the Western when he heard about the pain I was experiencing. I visited the hospice with my son, we had a quick tour and met with some of the staff and thought it seemed like a nice place to be so we

decided to come here. I’ve done loads of activities since I’ve been here. I’ve been in the art room where I’ve been working on a drawing of the Challenger ship which is also the name of the original hospice building. It’s not quite finished but I’ve enjoyed having a space I can come and be creative. It’s inspired me to find out more about the Hospice, for example, I’ve done some research into Sir John Murray who joined the Challenger Expedition as a surgeon, he was a pioneer and the founder of modern oceanography. A local man has also given me some old maps of the surrounding area which everyone has been interested to look at and see how much things have changed. I’ve also been spending time in the Columba Room where you can sit and look at the beautiful views across the Firth of Forth, there’s plenty of binoculars and beautiful oak furniture. It’s a great place to be if you just want to chill out and read or relax. I’ve got plenty of family that come in to visit, I like having the freedom to show them around the building, let them see the views and we go down to the café and have a cup of tea or coffee or hot chocolate.

A lot of people when I told them I was coming in to the hospice, I think they thought ‘oh that’s it, he’ll not be back out’ but things have developed and times have changed. There’s pain management, and support in controlling your symptoms so you can live without the pain.”

EDUCATION RESEARCH AND PRACTICE DEVELOPMENT

Situated just across the road from the main Hospice building, the Centre for Education and Research supports the professional development of palliative care practitioners and the enhancement of day-to-day palliative care practice within the Hospice, within our local Health Boards as well as nationally and internationally.

Education

In partnership with Queen Margaret University we continued to run teaching programmes in palliative care for health and social care practitioners. We offer four pathways:

- Graduate Certificate in Palliative Care
- MSc Person-Centred Practice (Palliative Care)
- Postgraduate Diploma Person-Centred Practice (Palliative Care - Advancing Clinical Practice)
- Postgraduate Certificate in Palliative Care

Research

Throughout 2017/18 we continued to develop our position as a research-active hospice. We worked in collaboration with Queen Margaret University and the University of Edinburgh, and continued to build our own portfolio of research centred on three themes: clinical innovation, person-centred care and the evaluation of services at St. Columba's Hospice.

In 2017/18 we had 10 active research projects, 7 published journal articles and made 11 presentations at conferences both nationally and internationally.

Practice and Service Development

Support and development is offered to all staff through both formal study days and informal learning opportunities. We offer staff the opportunity to learn in and from practice through a portfolio of in-house practice development projects as well as attending clinical supervision. We are also in partnership with Queen Margaret University, developing a programme for our nursing staff to ensure they are supported in maintaining and developing their technical clinical skills.

Whilst the key focus of this strand of our work is our own services and staff we also offer practice and service development opportunities both nationally and internationally.

In 2017/2018 we:

- Supported palliative care in low income communities in Uganda and northern India
- Hosted visitors from Germany, Iceland, Israel, Japan and Nepal. In total we had 46 visitors
- Offered Masters Programme in Palliative Care at the University in Iceland
- Facilitated a continuing professional development programme with NHS Borders for nurses to develop their knowledge and skills related to palliative care
- Organised the Hospice's 40th anniversary conference which included nationally and internationally renowned speakers on palliative care

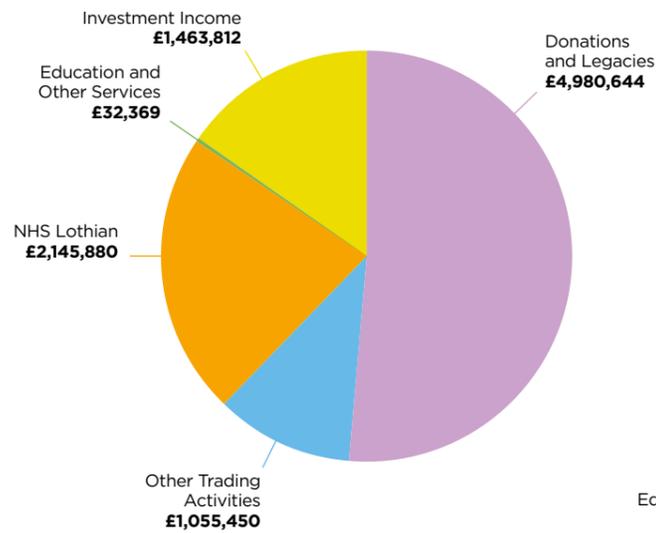


OUR YEAR IN NUMBERS

Here are some figures that highlight a busy year across the Hospice and show how we used the funds that were donated to us, or were committed from NHS Lothian.

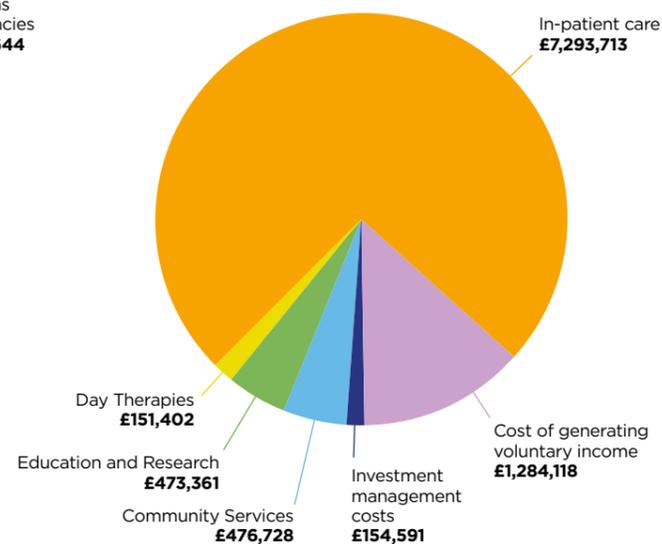
£9.7m
total income in 2017/18

income split



£9.8m
total expenditure in 2017/18

expenditure split



For every £1 that was raised, 87p went towards providing our vital care and support, with the remaining 13p helping raise the next £1.



We received 22% of our total income from NHS Lothian.



87%
in patient occupancy



16-95
age range of volunteers



218
patients seen by our new Day Therapies Team



150
patients discharged from the Hospice services



607
active volunteers



4,800+
followed us on Facebook



3,000+
followed us on Twitter



11
presentations at conferences



7
journal articles published



10
active research projects



100+
visitors to the Hospice during Open Doors Day



846
referrals to all of the Hospice services



526
new patients seen by our community team
with visits made by doctors, community nurse specialists, physiotherapists and occupational therapists



84
new volunteers



6
years of service is the average volunteer length



SUPPORTING THE HOSPICE

The work carried out by the team at the Hospice is only possible thanks to the incredible commitment of the public.

Support for the Hospice comes in all shapes and sizes, from shopping in one of our seven charity shops to running a marathon, setting up a regular gift for the Hospice, holding a party, or attending one of our ever popular events.

One of our exciting developments in 2017/18 was the opening of our new charity shop in Portobello. Trading from August 2017 the new shop has been incredibly popular with local shoppers with our two managers, Marie and Sheila, working alongside a team of volunteers to deliver a boutique style shopping experience on the high street.

Corporate support for the Hospice was strong in 2017/18 with partnerships secured with BlackRock, Ocean Terminal and the Royal Bank of Canada. Each of these new relationships has helped generate not only income for the Hospice but also valuable awareness of what we do.

2017/18 also saw the fundraising team focus on community support, with an increased number of collecting cans placed by our wonderful volunteers, more bucket collections throughout the area, more local events supported and the launch of our new speakers' workshops. These workshops are run to train volunteers to speak on behalf of the Hospice to groups throughout Edinburgh and East Lothian and have so far been going well.

Many of our events continued to perform well in 2017/18 with continued support for our Celtic Challenge, Pub Quizzes and our walking event, A Walk to Remember. Alongside these we continue to focus on promoting events that supporters can take part in for the Hospice including the Edinburgh Marathon, Forth Road Bridge abseil and Arctic Trek. Be it walking, running, cycling, quizzing, or taking on an adrenaline rush, there's an event for almost everyone in our portfolio.

The ways in which we were supported in 2017/18 included;

- Donations from individuals, groups and companies
- Charity of the Year partnerships
- Fundraising at events organised by the Hospice, or at third party events
- Donations from Trusts and Foundations
- Sales from our charity shops, or from our new goods on sale in the Iona café, online and at some of our events
- In memory gifts
- Donating to our charity shops
- Playing our weekly prize draw

BEHIND THE SCENES

In 2017/18 we saw a great deal of activity and development across the Hospice.

The winter of 2017/18 will be remembered by many of us. Here at the Hospice staff and volunteers went the extra mile to ensure that patients and families continued to receive expert care and support. Nurses spent the night in the Hospice, members of the team with 4x4's ferried staff to and from work, stewards made sure the Hospice grounds stayed snow free and the catering team ensured everyone was well fed when they were at work.

Some of the other highlights from the year included;

- A full review of our existing HR/Payroll system
- The start of a review of our Hospice information to ensure it is accessible in audio, visual and culturally sensitive formats
- Work to prepare us for the new General Data Protection Regulations (GDPR) which came into effect in May 2018
- The commissioning of an important piece of research activity to understand what the public and our supporters know about the work of the Hospice
- Our clinical governance team winning the "Innovation in Volunteering" award at the Hospice UK conference
- We reviewed and redesigned the model of care provided in Day Services to provide an approach focussing on rehabilitation and supporting independence
- Securing the funding required to start our art strategy work
- Increased joint working with Marie Curie, most notably on training nurses in single nurse administration of controlled drugs and developing a single point of referral in order to support the homeless community
- Putting a second cohort of staff through our popular leadership training course



LOOKING AHEAD



In 2018/19 we move into year four of our strategy, “Care and Compassion Matters”. Much has been achieved of our ambitious five year strategy, however there is also still much to do to ensure that we are extending our reach and providing the best possible care to those who need it in our community. Below are some of the main identified priorities for the coming year which have been grouped under our main areas of work.

Care Matters

- Implement our remote support to local care homes, through the use of project ECHO technology.
- Create a directory of all hospice services for patients and families
- Develop the Hub area of the Hospice for peer support opportunities
- Implement a revised and extended counselling and family support service including new bereavement support
- Review our inpatient unit facilities to ensure a dementia friendly environment
- Implement our new data strategy

Getting it Right Matters

- Working towards our Investors in People award
- Implement a Healthy Working Lives strategy

Knowledge Matters

- Plan evaluation workshops with non-clinical teams
- Review the inpatient unit clinical induction programme
- Continue to establish the Hospice as a recognised centre for research
- Continue to develop person-centred care across the Hospice

Money Matters

- Establish a charity shop presence in East Lothian

- Develop new corporate partnerships across Edinburgh and East Lothian
- Deliver a strong events portfolio, including promotion of our own events and selected third party events
- Develop a tailored donor stewardship programme
- Embrace new money collection technologies (contactless buckets and donation stations)

Community Matters

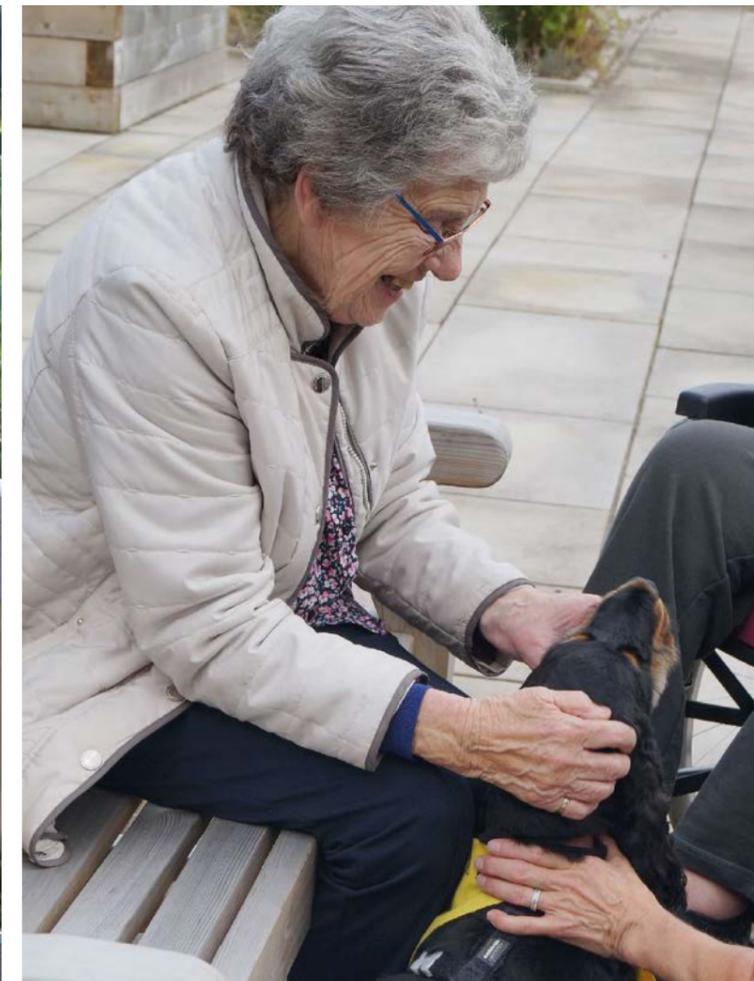
- Continue to develop our participation in Edinburgh Doors Open Day and to welcome members of the public into the Hospice to promote the work we do
- Work across schools in Edinburgh and East Lothian to raise awareness about the work of the Hospice
- Launch volunteer action groups across our community

Thank you for taking the time to read this review of some of our highlights from 2017/18. If you have any questions whatsoever about our work, or you would like to share some of your feedback about the Hospice then please do get in touch.

It is only with the help of so many different members of our community that we can provide our services. Thank you for your involvement in our work, in whatever way that may be.

With very best wishes

Jackie Stone
Chief Executive





Find out more about St Columba's Hospice

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