



St Barnabas
Hospice • Care • Support

**OUR
OUTSTANDING
YEAR AND THE
IMPACT OF 2020**

**ANNUAL
REPORT** | 2019
2020

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WHAT WE DO

St Barnabas is a local, independent charity which supports more than 10,500 people across Lincolnshire each year.

We deliver free, high-quality, compassionate end-of-life care and support to adults living with a life-limiting or terminal illness and

their family and carers. We aim to enable them to live as fully as they are able for however many days, weeks or months they have left.

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A MESSAGE FROM OUR CHAIRMAN



I was very honoured to be asked to take on the role of Chairman of the Trustees in September 2019 and I always knew Bob would be a hard act to follow. Bob Neilans, who is now our President, had served as Chairman for over ten years and has done a fantastic job.

He has overseen the steady growth of the Hospice and the wonderful reputation that it now enjoys. This has been achieved not only by his leadership, but by the experience and wisdom of a sound Executive team led by our Chief Executive, Chris Whewey, and the very competent and caring staff that make up the St Barnabas family. I am pleased to be able to report that this position continues today and hopefully into the future.

When I accepted the role back in 2019, there was no way of knowing the major trauma that would soon engulf the world. I was starting to get to grips with the position when everything that I had planned to achieve during my first year was thrown into disarray. It has been a very tough second part of the year, not least because we have not been able to operate in the tried and tested way that St Barnabas has always done, but also because of the change in working practices, working from home, increased precautions and sanitary provision and learning to operate remotely. We have not been able to meet internally in the way we have in the past and we have had to restrict the physical contact with patients and families that is so important in the palliative care setting. We have also regretfully

had to “stand down” many of our volunteers who are the life blood of our organisation and hope that they understand and will come back when some sort of normality returns.

I have to report however, that our staff have been remarkably resilient and adaptive, and we have been able to keep our excellent care and support operational and available. Regretfully, the closing of our charity shops and the cancellation of most of fundraising events is having a devastating effect on our finances. With that said, we have received some support from central government and several our projects have still gone ahead, which has helped to lessen the burden. I fear however, that it will be some time before we will have completely recovered.

I would finally like to thank all our staff for their unfailing efforts, and the members of the public who are supporting us now and in the past. I want to assure everyone that we will survive, and our services will prevail into the future.

OUR STAFF HAVE BEEN REMARKABLY RESILIENT AND ADAPTIVE, AND WE HAVE BEEN ABLE TO KEEP OUR EXCELLENT CARE AND SUPPORT OPERATIONAL AND AVAILABLE.

VISION

Our Vision is a world where dying with dignity, compassion and having choices is a fundamental part of a life.

MISSION

Our Mission is to ensure all individuals facing the end of their life in Lincolnshire receive dignified, compassionate care when they require it and where they ask for it.

VALUES

- Aiming High
- Being Courageous
- Doing it Right
- Having Heart
- Working Better Together

INCOME GENERATION AND MARKETING

£149,000 was won by supporters on the Lottery, scratch cards or in the raffle

£167,225 was donated through our appeals for equipment, care and in memory of loved ones

£665,602 was raised from all events, challenges, corporate and community fundraising

£370,000 was raised by regular lottery, raffle and scratch card players

ONLINE

1,094 followers reached on LinkedIn, an increase of 56%

4,750 followers reached on Twitter, an increase of 11%

2,300 followers reached on Instagram, an increase of 39%

14,779 Facebook followers, an increase of 18.5%

SHOPS

46,000 new goods items were sold, generating over £102,000 gross profit

£76,000 was raised from Gift Aid in our charity shops

£160,533 was raised from recycling over 531 tonnes of items we were unable to sell

719,478 items were sold across our 26 charity shops

1,100 customers were served each day in our charity shops

SUPPORT

776 people were supported by our counselling services

483 appointments were offered by our complementary therapists

£9,053,548 worth of benefits was claimed and awarded by our Welfare team

10,500 patients and families were supported across Lincolnshire

We have risen to 53rd in the Sunday Times 100 Best Not for Profit Organisations

CARE

371 people received specialist Inpatient care

2,217 people were cared for in their own homes

1,449 patients accessed our Occupational Therapy or Physiotherapy services

68,241 calls came in to our Palliative Care Coordination Centre

1,134 people accessed Day Therapy support

2,602 new patient referrals were received, an increase of 28%

VOLUNTEERS

70,000 hours of volunteered time were donated to our charity shops by 450 volunteers

981 Volunteers gave their time freely

OUR YEAR IN NUMBERS 2019/20

THE IMPACT OF THE CORONAVIRUS

Our numbers since the first peak of the coronavirus

Our Retail team received **£360,000** in business grants from local councils and **£50,000** in rent reductions and contract payment freezes when our shops were forced to close.

50 tonnes of items were donated to our charity shops in a month when they re-opened.

 **£108,000** has been claimed back per month from the Government when some staff members were on furlough at the height of the pandemic.

16 volunteers manned a Bereavement Helpline, giving **1,377** hours of support to people who are bereaved.

60 Day Therapy patients were able to continue their therapies through home visits, phone and zoom calls.

Our Occupational Therapy and Physiotherapy services supported **792** patients at home.

1,272 people benefitted from the support of our Welfare team.

87 patients in Lincoln and Boston hospital have benefitted from our two Community Care Nurse Specialists being involved in their care.

We have developed a tracker which now holds the details of **1,600** patients for easier coordination of patients care.

We received **287** new patient referrals in June 2020 – an increase of **22.7%** on last year.

 **111** patients received care in our Inpatient

Units and **1,176** patients supported in their own homes by our Clinical teams

CLINICAL SERVICES

Caring for some of the most vulnerable

At St Barnabas Hospice the majority of our patients are cared for in their own homes across Lincolnshire. We also provide specialist, round-the-clock care to those most in need at our Inpatient Units in Lincoln and Grantham. The remainder of our hospice buildings act as hubs and Day Therapy Centres where patients and families can go for a bit of respite.

Lincolnshire's first Admiral Nursing service was launched last summer in partnership with Dementia UK and Lincolnshire County Council. They provide a dedicated service to families affected by dementia across the county, helping them feel less isolated and more in control. The team have received over 600 referrals, meaning they have been able to support around 1,200 people in the space of a year.

In November 2019, we were delighted to achieve an 'Outstanding' Care Quality Commission rating for exceptional commitment to care. Two of our staff also attended the prestigious Hospice UK conference after being invited to speak about our work with the homeless community and in using digital technology.



CORONAVIRUS AND CARE

Adapting to change

Since the coronavirus outbreak began in early 2020, our teams have adapted to new and varied ways of working in order to carry on providing outstanding care to some of the most vulnerable people in Lincolnshire.

At short notice, we were able to deliver education to other healthcare providers on symptom control when caring for palliative patients. We also provided a 24-hour advice line for doctors, nurses, patients and families to call for any support they needed surrounding end-of-life care. Coaching, online chats and forums became the norm as we looked for new ways to support our staff.

The biggest challenge we faced in these difficult times was ensuring our Clinical teams could all keep in touch with each other remotely, as well as with patients and families. It was extremely important for us to maintain our outstanding levels of care. We used technology to our advantage and held virtual consultations for many patients and families to let them know we were still there. Our occupational therapists and physiotherapists were also able to do virtual exercise sessions with patients who were shielding. Day Therapy sessions went virtual too, with the temporary closure of all hospice buildings except the two Inpatient Units.

Throughout the pandemic, the teams in our Lincoln Inpatient Unit and Grantham Hospice in the Hospital have continued to work on the front line delivering round-the-clock, specialist care to people who are terminally ill. They have embraced the layers of PPE, supported each other with last minute shift changes and still delivered the same outstanding care in the most difficult of circumstances.

Looking to the future, we want to give more people dignified and compassionate care when they require it and where they ask for it. Our outstanding care will support many more Lincolnshire residents living with a life-limiting or terminal illness and we remain committed to working in partnership with others to achieve this aim.



WELLBEING

Supporting families through difficult times

The Wellbeing department at St Barnabas Hospice is made up of the Counselling team, the Welfare team, the Complementary Therapy team and the Spiritual team. 2019/20 has been particularly busy for these teams, who have seen a range of successes.

Just a few highlights include:

- The development of a **Carers Framework** and the achievement of the **Everyone Award** that has come from it.
- **Strengthening links with local schools** in order to provide specific bereavement support.
- **A successful bid to Hospice UK** to deliver bereavement counselling in the homeless community. **A successful partnership with the YMCA** has developed from this, as well as a Psychotherapy position within their Mental Health team.

£9,053,548 of benefits was realised by our Welfare team for patients and families.

The pandemic had a huge impact on the Wellbeing department as all the usual face-to-face contact had to stop abruptly. Our Welfare, Counselling and Spiritual services were all able to carry on to some extent virtually thanks to the speedy work of our IT team getting people set up with phones and laptops.

A challenge we faced was to remotely connect our volunteers

and train them on the technology which our staff take for granted. Normally our volunteers deliver their support face-to-face so have never needed to use this before. It was imperative that our volunteer practitioners saw the benefit of virtual therapies too as it made the transition much smoother.

We launched Lincolnshire's first Bereavement Helpline to support those who were struggling with their grief in isolation. This project was turned around within three weeks and has provided 1,377 hours of support to Lincolnshire residents.

Some of the counselling services offered by the Hospice are contracted, and we were able to continue these services online to protect the contract income. We have also worked in partnership with Lincolnshire Partnership NHS Foundation Trust and United Lincolnshire Hospitals NHS Trust to develop mental health support for their staff members.

Going forward, we plan to continue developing the support we want to offer to families and children, as well as looking at other ways we can better serve the people of Lincolnshire.



CARE REFERRALS

Your first point of contact

The first point of contact for a patient is our Palliative Care Coordination Centre (PCCC) which operates 365 days a year to direct referrals from patients, families, GPs and healthcare professionals, as well as providing advice where it's needed.

The team saw an incredible **28%** increase in inpatient referrals during 2019/20

When the coronavirus pandemic began, it was highlighted that there was a greater need to coordinate patients with their palliative care needs across Lincolnshire. Our PCCC team was chosen to develop a special tracker which helped identify patients in need and improve their care. Along with the tracker, the team also developed a multi-agency referral form that meant clinicians only needed to fill this in, instead of the four forms they used previously.

To date, the tracker now holds the details of over 1,600 patients and the form has dramatically reduced the time clinicians spend on referrals. This in turn has meant that clinicians have been able to reallocate more time to patient-centred care instead of administrative tasks.

June 2020 saw 287 new patient referrals to St Barnabas Hospice – an increase of 22.7% on last year.

It is now predicted that there will be another spike in patient referrals as people with a life-limiting or terminal illness begin to seek help who may not have been able to access care and treatment because of coronavirus.

OUR PCCC TEAM WAS CHOSEN TO DEVELOP A SPECIAL TRACKER WHICH HELPED IDENTIFY PATIENTS IN NEED AND IMPROVE THEIR CARE ACROSS LINCOLNSHIRE.

OUR STAFF

Keeping the wheels in motion

St Barnabas Hospice has a fantastic team of **343** staff members and **981** volunteers who work in a variety of roles to keep the Hospice running smoothly.



In 2019/20, the Hospice placed **53rd** in the Sunday Times 100 Best Not for Profit Organisations, rising from 89th the previous year. This is decided by a survey measuring staff engagement levels.

We want to maintain our staff and volunteer engagement levels as 'outstanding' and to embrace new ways of working whilst supporting people as best we can.

We introduced long service badges and celebrated long-standing employees and volunteers at a special luncheon.

There was over **730** years' worth of experience from the group of people who attended this event!



As an organisation we focused on the wellbeing of our staff and volunteers, which gave us an 'outstanding' ranking in a recent pulse survey.

When the coronavirus pandemic began, wheels were set in motion to furlough around **80** members of the staff force and conserve money. At the height of the pandemic, this was a saving of around **£108,000** each month.



A highlight was the launch of our Learning Management System which meant many aspects of staff training could be brought online. This fell into place at just the right time as our regular face-to-face training had been put on pause due to the pandemic.

WE WANT TO MAINTAIN OUR STAFF AND VOLUNTEER ENGAGEMENT LEVELS AS 'OUTSTANDING' AND TO EMBRACE NEW WAYS OF WORKING WHILST SUPPORTING PEOPLE AS BEST WE CAN.

VOLUNTEERS

The hidden heroes of hospice care

2019/20 was a productive year for volunteering. We achieved the status of an Approved Activity Provider with the Duke of Edinburgh Award Scheme, making us the only approved provider for volunteering placements in Lincolnshire.

We're working hard to reduce the age profile of our volunteering population to future proof ourselves. This has helped to lower the average age of our volunteers and bring people onboard earlier to experience what we do.

We conducted our first Volunteer survey for a couple of years and the results were really positive. We had an above average return rate and all comments indicated that Volunteers felt informed, involved and valued, leading to a great volunteering experience. It's always good to think you're doing well from your own perspective but to be told so positively by our Volunteers that we are getting things right must be our proudest achievement.

 **74,000**

hours of volunteered time were donated to the Hospice

Over **£1,000** volunteers are based across the Trust with **72%** of these within our Shops and Fundraising teams.

Impact of Coronavirus

We went from an active volunteer population of 1,000 Volunteers to less than 40 overnight. All recruitment immediately ceased and we changed to an engagement and retention model for our Volunteers.

As we came out of lockdown and shops began to re-open, volunteers began to return. Recruitment has reopened and we are re-onboarding people as we go along. We've had some volunteers leave, some not yet ready to return and some new ones.

We have ramped up our marketing campaign to fill the gaps, support the shops and raise as much money as we can for patient care. We also continue to engage and support volunteers in patient facing roles who won't be returning until next year.

The biggest battle through this has been the immediate shift required to keep going and do what we needed to do. This has also been our greatest achievement. We have received excellent feedback from our volunteers and our actions have helped to retain the majority of them during this restart.

Our aspirations are ongoing engagement and retention along with recruitment so that we continue to give an excellent volunteering experience to the people that volunteer their time with us. If we can do that and maintain services in all areas, we'll have come out the pandemic extremely well and better than most.

FUNDRAISING

Funding the future of hospice care

2019/20 was a great year for the Fundraising team at St Barnabas, as we saw our first spring appeal in years bring in more than £100,000 for the Hospice and win national and local awards in the process.

Throughout the year, we adapted with the times and modernised the way we did fundraising. This included pushing forward with digital fundraising, introducing alternative ways for supporters to donate on social media and taking risks with new concepts.

Impact of Coronavirus

In April this year, we had to furlough the majority of the Fundraising team to help recuperate some of the funds lost through cancelled events and closed charity shops.

The remaining team pulled together with our other income generation departments to think outside the box and continue engaging with supporters, using technology to their advantage. These successes include:

- 'On Yer Bike' - a virtual cycle challenge which saw over 100 people take it up raising a staggering £22,000 in just one month.
- Our Crisis Appeal was the first to go completely digital and raised over £38,000.

Our Marcomms team have been crucial to these successes with just two people managing all our communications for the Trust. What has been achieved not just in generating income during such a difficult time but the awareness

and recognition nationally for some of the interventions clinical are doing has been down to them.

We plan to come out the other side of the pandemic a stronger and more cohesive team. Everyone has rallied around the singular goal of ensuring patients and their families receive the best possible care regardless of the coronavirus situation. We will continue adapting to support this goal and embrace the opportunities available to do things differently.

A patient comfort appeal went out and raised an additional **£70,000** to fund equipment and consumables for the Inpatient Unit at the Hospice.

 **£181,261**
was raised from Challenge events

We had our own gin made to sell for **£14 profit** per bottle.

An additional **£133,491** was raised from Gift Aid

 Our local community, Hospice events and Corporate partnerships raised a staggering **£484,341** for Hospice Care

INDIVIDUAL GIVING

Personal gifts making all the difference

In 2019 we launched our new in memory appeal – forget me nots. Over 2,000 ironwork flowers were dedicated in memory of loved ones.

The appeal captured the hearts of our supporters and encouraged new people to donate to the Hospice when they saw the beautiful display within Lincoln Castle over the Easter break. It attracted huge publicity and awareness and allowed us to speak to visitors about the work we do at St Barnabas Hospice.

Each ironwork forget me not was handcrafted by local blacksmith, Stefanos from the Old Smithy Forge. This appeal exceeded all expectations, raising over £105,000 for the Hospice

Personal gifts from our local community whether that is supporting our appeals, providing one off donations, a regular gifts and holding collections at funerals are so important and are the gifts that keep on giving. They allow us to continue delivering the outstanding care to some of the most vulnerable people within our county. By supporting St Barnabas you are supporting our mission that everyone within Lincolnshire facing the end of their life receive dignified, compassionate care when they require it and where they ask for it.



 £334,917

was donated in lieu of flowers and in memory

£59,813 was raised through regular gifts

 Our Forget Me Not Appeal surpassed all expectation and raised

£107,386

RETAIL

Shop local and support a good cause

Our Retail team was very busy during 2019/20, opening their first ever pop-up shop at the Waterside Shopping Centre in Lincoln which turned over £34,000.

The pop-ups then continued throughout the year at places like Lincoln Pride, the Big Gig, the Lincolnshire Showground and the Lincoln Castle Emporium.

Our New Goods Manager was invited to host a workshop at the Hospice UK Retail Conference because of the huge success she has had selling Harry Potter merchandise in one of our Lincoln stores.

Impact of Coronavirus

The coronavirus pandemic forced our charity shops to close their doors and our focus then turned to reducing our costs. All but two members of the retail team were furloughed, and we began applying for business grants and rent reductions. In total, we received **£360,000 in business grants** and negotiated rent reductions and **contract payment freezes worth £50,000.**

Going forwards, we hope to increase the footfall in our charity shops once more and achieve sales figures better than before lockdown. Our aim will be to cover the income that was lost when our shops were forced to close.

 **719,748**

items were sold in our charity shops who saw

1,100 customers coming through their doors every single day. The sales generated an additional

£76,000

in Gift Aid for the Hospice.

We have recycled

531 tonnes of unsellable items, generating around **£160,533** in income and keeping these items out of landfill.

When charity shops re-opened we had an influx of donations, ending up with over

50 tonnes tonnes to sort through!



LOTTERY

It's been a win for Hospice care

Our Lottery department plays a huge role in helping to raise the £5.5 million we need each year to continue providing care free of charge across Lincolnshire. This is done through the weekly lottery, two raffles each year and scratch cards.

When our staff were forced to work from home because of the lockdown, the Lottery team successfully managed to move everything needed to their homes and continued running the weekly draws without a hitch. The team also reached out to their regular supporters to keep them in the loop and let them know they hadn't been forgotten.

It was tough initially to adapt to new ways of using the systems, but the team soon got to grips with this new way of working.

When summer arrived, the Lottery department launched a Brighter Tomorrow Raffle to help recoup some of the funds lost through cancelled fundraising events and closed charity shops. The raffle beat all expectations and raised an incredible £70,000 – more than double what a normal raffle would raise.

In the future, the team plans to expand their reach with the weekly lottery draw. This regular income will be a real, continued boost to the Hospice going forwards.



£359,000 was raised by our Lottery department for the Hospice.

15 11,668

numbers were played in the Lottery each Friday.

2,295 of our supporters received Lottery prize cheques totalling **£135,000**.

Seven people won rollover jackpots totalling **£31,000**.

15,874 Scratch cards were sold by our shops teams and **£6,290** was won in prizes.

15 53,534

raffle tickets were bought by our supporters.



FINANCIAL PERFORMANCE 2019/20

Financial Position

The impact of the global COVID-19 pandemic has had a material effect on Trust finances at the end of the 2019/20 fiscal year and the Trust posted a deficit of £0.677m (2019: £0.043m deficit). The deficit was caused by the unrealised loss in value of the Trust's investment portfolio as global equity markets reacted to the spread of the pandemic. Excluding the loss on the investment portfolio, the Trust posted a surplus of £0.118m (2019: £0.145m deficit).

Income from all sources amounted to £12.827 million (2019: £12.008 million) of which 43% was generated through NHS contracts, and 57% through fundraising, donation and investing activities. Expenditure for the same period was £12.709 million (2019: £12.153 million).

Post Year-End Events

The COVID-19 pandemic has had a significant impact on the financial position of the Trust. On the 23rd March 2020, the Trust closed all 26 of its shops and cancelled planned fundraising events, including its flagship fundraising event, the Colour Dash to comply with the lockdown restrictions introduced by the government. The Trust has taken advantage of all government support it has access to including the Retail, Hospitality and Leisure Grant, the furlough scheme and rates relief where applicable. During the period April – July 2020, the Trust had received support funding of £0.986m via Hospice UK as part of the government's hospice support scheme.

Performance of Subsidiaries

During the year, **St Barnabas Shops Ltd generated turnover of £2.383m (2019: £2.298m) and donated £0.118m (2019: £0.04m) to the Trust.**

St Barnabas Promotions Ltd generated turnover of £0.694m (2019: £0.694m) and donated £0.358m (2019: £0.347m) to the Trust

Reserves

Each year the Board of Trustees reviews the level of reserves required to cover key financial and operational risks faced by the Trust and to support the five-year clinical strategy. Given the large fixed infrastructure coupled with the current economic and political uncertainty in the local health sector, the Board of Trustees consider that it is necessary to adopt a prudent approach to reserves management by holding a combination of cash and short-term assets to fund at least six months' running costs.

Capital Developments

The Trust regularly reviews its Estate Strategy to ensure that buildings are fit for purpose and support the clinical strategy in delivering the very best patient care. During 2019/20 the Trust:

- Acquired the freehold on the Louth Day Centre.
- Acquired a new property in Boston that will be developed into a new Wellbeing Hub, allowing the Trust to provide more services in the south east of the county.
- Obtained planning permission to redevelop and upgrade and modernise facilities at the Inpatient Unit on Nettleham Road. This will be a significant project and the Trust will be launching a Capital Appeal during 2021 to help fund the development.

The consolidated accumulated funds at 31 March 2020 amounted to **£17.339m (2019: £18.016m), of which restricted funds were £2.127m (2019: £2.179m). The current level of unrestricted reserves is £15.211m, of which £3.896m represents the fixed assets of the Charity, £1.950m is designated for future capital improvements, investment fund of £6.816m, revaluation reserve of £0.507m and £2.042m in a general revenue reserve.**

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Restricted£	Unrestricted£	Total 2020 £	Total 2019 £
Income from:				
Donations and Legacies	3,316,810	67,479	3,384,289	3,215,832
Other trading activities	3,582,780	73,425	3,656,205	3,241,204
Investments	303,006	-	303,006	330,466
Charitable activities	5,257,421	226,191	5,483,612	5,220,586
Total Income	12,460,017	367,095	12,827,112	12,008,088
Expenditure on:				
Raising funds	3,692,660	-	3,692,660	3,669,919
Charitable activities	8,598,154	418,302	9,016,456	8,483,059
Total expenditure	12,290,814	418,302	12,709,116	12,152,978
Net (losses)/gains on investments	(795,202)	-	(795,202)	(102,435)
Net movement in funds	(625,931)	(51,207)	(677,138)	(42,561)
Balance carried forward at 31 March 2020	15,211,217	2,127,323	17,338,540	18,015,678

CONSOLIDATED BALANCE SHEET

	2020 £	2019 £
Fixed assets	14,202,793	14,978,482
Current assets	4,393,953	4,328,975
Creditors	(1,257,887)	(1,291,393)
Net current assets	3,136,066	3,037,582
Net assets	17,338,541	18,015,678
Accumulated funds		
Unrestricted income funds		
Fixed asset fund	3,896,390	3,800,091
Revenue reserve	1,947,095	1,855,293
Revaluation reserve	1,301,914	1,301,914
Investment Reserve	6,115,819	6,929,850
Designated Fund		
Louth Wellbeing	350,000	350,000
Grantham Wellbeing	100,000	100,000
Inpatient Unit	1,000,000	1,000,000
Lincoln Wellbeing	500,000	500,000
Restricted Fund		
Boston Wellbeing	460,076	440,076
Other Restricted Funds	1,667,247	1,738,454
Total Funds	17,338,541	18,015,678

A MESSAGE FROM OUR CHIEF EXECUTIVE



St Barnabas operates within a health and care system that has faced the challenges of a pandemic and the huge pressure this has placed on all services. The system has reacted positively with change that has seen rapid transformation.

As a hospice, we have been involved in this transformation and have shown our quality and commitment through innovation and leadership. This has been demonstrated in all areas of St Barnabas, through the incredible efforts of all.

The development of Lincolnshire's Integrated Care System (ICS) continues. As an organisation we have been working with the Voluntary Engagement Team to ensure the third sector is well represented within this development. We will make sure the needs of people facing the end of their lives are heard. More than ever, our role as an organisation will not only be to provide the highest quality services, it will also act as an advocate for the end-of-life care needs for the people of Lincolnshire.

Last year saw us achieve an 'Outstanding' rating from the Care Quality Commission. This was the culmination of four years' work from so many incredible people joining to deliver the hospice approach to care. This work has continued and has been evidenced with our brilliant Admiral Nurse service, the ongoing development of our Wellbeing services and the amazing Project ECHO work.

The excellent work of our award-winning Income Generation and Marketing teams, has continued despite the challenges faced. Our approach to utilising technology

has undoubtedly helped our resilience throughout the pandemic. St Barnabas continues to show quality through innovation and commitment to the people we serve. These people are at the heart of everything we do.

The year ahead will see several areas of development in line with our organisational strategy, including developing our estate. We will ensure the lessons we have learned from the last twelve months will inform the future with this crucial piece of work. A key estate development will be in Boston with Novak House. This will ensure a modern, high-quality wellbeing service is delivered to the people of Boston and surrounding areas.

We will focus on extending our impact across Lincolnshire, ensuring that wherever people live, they can access hospice care. This will require us to create innovative ways of working that recognise the diversity of people in Lincolnshire.

St Barnabas is a dynamic and innovative organisation that is built on the passion and hard work of both the paid and unpaid workforce. The determination and support which all team members have shown through the pandemic has been amazing. We will learn from our experiences and continue to develop and grow. We will deliver our organisational strategy, providing system leadership and collaboration with others, to ensure the people of Lincolnshire receive the hospice approach to care.

Chris Wheway



We would like to say a special thank you to those who have supported the Hospice this year. From sharing stories to volunteering and fundraising, participating in our events and initiatives, joining our Lottery, buying from our charity shops and helping spread awareness of our care across Lincolnshire.

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