

OUR VIRTUAL
YEAR OF
**COMPASSIONATE
CARE**

ANNUAL
REPORT | 2020
2021

StBarnabasHospice.co.uk

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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, 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



If you had told me when I wrote the Chairman's report last year, at a time when the pandemic appeared to be in reverse and we were starting to win the battle, that twelve months on we would still be fighting the virus and have gone through an even worse period than the first time, I would not have believed you.

But that's what has happened, and we are still not there yet. All the plans that I had when embarking on my period in office have been shot to pieces and the emphasis has been purely on survival both of the general public but more specifically the Hospice.

Well, survive we have, and we now approach a still somewhat uncertain future with renewed vigour, enthusiasm and a desire to make a difference. Our Clinical team have worked tirelessly for eighteen months and have ensured that the services that St Barnabas stands for have been maintained. We have been there for the people who need and want our care. Our Fundraising team has managed under difficult circumstances, to find different methods to raise much needed funds and have been most successful. The Shops team who were unable to function for a sizeable percentage of the year, have reorganised and are embracing a new way of working and, when allowed to be open, picked up where they left off. The support services who have equally had a tough time, have been able to maintain the service

they offer, whether this was the in-house service, maintenance, IT, accountancy, and many other services too numerous to mention. I must not forget the contribution made by our army of volunteers who have also had to stand down during the year, for as we move into the reopening phase, we will once again be reliant on them for their support they give to Hospice as they had done in the past. Things will improve, on that I am absolutely convinced, but we will have to accept that the future may be different. Lastly, I must pay tribute to Chris Wheway our Chief Executive, and to the Executive team who have had to operate and control the operation from afar, and have done so with remarkable success.

I applaud and congratulate them all for their determination and resilience they have shown as we have progressed through the year. I must also thank the general public for their generosity in continuing to support the Hospice and thank the patients who have used our services for their patience and understanding of the changes that we have had to make in order to keep our staff and everyone involved as safe as possible.

It will be a difficult year ahead as we hopefully come out of the grip of the pandemic, but I am confident that our future is secure and that we will come out of this period stronger than before. The Board and I are up for the challenge and are looking forward to our 40th anniversary year. Let's get started!

Tony Maltby

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

£111,280 was won by supporters on the Lottery or in the raffle

£118,525 was raised from gift aid in fundraising activities

£739,857 was raised by regular lottery, raffle and scratch card players

ONLINE

1,612 followers reached on LinkedIn, an increase of 47%

5,049 followers reached on Twitter, an increase of 6%

2,853 followers reached on Instagram, an increase of 24%

17,293 Facebook followers, an increase of 16%

SHOPS

£68,000 was raised from Gift Aid in our charity shops

£25,000 was raised from recycling over 80 tonnes of items we were unable to sell

222,000 items were sold across our 26 charity shops

SUPPORT

701 people were supported by our counselling services

£8,798,589 worth of benefits was claimed and awarded by our Welfare team

10,500 patients and families were supported across Lincolnshire

We won 6 awards for our outstanding work

CARE

281 people received specialist Inpatient care

2,586 people were cared for in their own homes

1,700 patients accessed our Occupational Therapy or Physiotherapy services

772 people accessed Day Therapy support

2,948 new patient referrals were received, an increase of 13%

VOLUNTEERS

9,920 hours of volunteered time were donated to our charity shops by 627 volunteers

837 Volunteers gave their time freely

OUR YEAR IN NUMBERS 2020/21

CLINICAL AND WELLBEING

Innovating during a crisis

During 2020/21, our Clinical and Wellbeing teams worked tirelessly, both behind the scenes and on the frontline, to care for vulnerable patients and clients during such a difficult time.

The teams quickly adapted to the constraints imposed by the pandemic, developing new ways of working to continue supporting the delivery of outstanding hospice care to the people of Lincolnshire.

Our Hospice at Home team continued to visit people in their own homes, and our inpatient units have continued to admit patients, providing them with much-needed care and support.



Our Wellbeing and Welfare teams, aided by trained volunteers, have maintained their valuable support and developed new services. These include a much-needed bereavement helpline and virtual bereavement groups, making use of innovation and technology to continue the reach of support and advice.

Our Admiral Nursing team has continued to provide specialist support and care to people affected by dementia, during what have been unprecedented times of loneliness for many.

All our clinical teams have worked incredibly hard and developed strong collaborative relationships and innovative ways of working with our healthcare partners. We have also provided education and wellbeing support to partners in Lincolnshire.

Our ambition for the coming year is to work to address the growing health inequalities in palliative and end-of-life care which have been exacerbated by COVID-19. We will continue striving to tackle inequality and widen access to hospice care for people who may not traditionally access it.



Marie Pattison has worked for St Barnabas Hospice for 37 years in the Fundraising team, but last year she experienced the Hospice's care first-hand when her mum became ill.

She said, "My mum was the loveliest lady you could ever know. I know a lot of people would say that about their mum, but her positive outlook on life shone through to everyone who knew her. When St Barnabas took over her care, they gave our family the chance to see mum shining once again. She was my best friend and I miss her greatly.

"We have always been a close-knit family, so when Dad passed away in 2019 it took a toll on us all. If I'm being honest, Mum was never the same again. She tried to carry on as best she could, but she was completely heartbroken.

"Not long after Dad died, she developed a pain in her shoulder which was diagnosed as a fractured clavicle bone. Further tests then revealed that she had pancreatic and lung cancer, as well as vascular dementia. The news rocked our family and we had to come to terms with the fact that Mum had little time left with us.

"The St Barnabas Hospice at Home team stepped in and immediately helped to ease the load as we adjusted to caring for her. None of us were expecting her illness to deteriorate so quickly, and after just four days of care at home, we made

the difficult decision to transfer her into the specialist, round-the-clock care of the St Barnabas Inpatient Unit.

The nurses are absolute angels and I will never forget the lengths they went to in looking after Mum. "Mum was a very elegant lady and always took great care of her appearance. I remember visiting her at the Hospice one day and the nurses had done her hair beautifully and painted her nails. They had given me my mum back for those last few days and that meant the absolute world to me.

"Music was a passion of Mum's, so the nurses were able to calm her with headphones, letting her listen to her favourite songs peacefully. Nothing was ever too much trouble for them.

"Mum died the day after her 76th birthday, just five days into her stay at the Inpatient Unit. Even though we were in the middle of a pandemic, I was able to sit with her all night and talk to her one last time. I told her how much I loved her and not to be frightened as Dad would be waiting. Although she couldn't speak back, I knew she could hear me and that brought a lot of comfort.

"Mum was able to find peace at the Hospice during a very frightening time. I will never forget the care and compassion shown to her; it means the world that families like ours have such incredible people there to support them in the most difficult of times."

OUR PEOPLE

The backbone of hospice care

Our staff and volunteers are the backbone of the Hospice, working hard to support our patients and facilities, raise money and awareness, and provide administrative support to the charity.

In 2020/21, a year like no other, we have worked hard to support both staff and volunteers in their roles and whilst some have been unable to work like normal.

We are proud of our retention and recruitment numbers for retail volunteers during enforced lockdowns.

Today we have **450** retail volunteers, which is **94%** of pre-pandemic numbers. We also had a **9%** shrinkage in our retail volunteer population, which is much better than the national average retention rate for charity volunteers.



After receiving 'world class' or 'outstanding' in all areas of the Best Companies staff survey, we ranked the **15th**

best charity to work for in the UK, the **49th** best company to work for in the Midlands, and the **89th** best large company to work for in the UK.



The pandemic threw many challenges in the direction of HR departments, but we are proud of our team who were able to keep up to date with, understand and implement HR and employment legislation changes. These changes, which often came through overnight, included furlough, sickness arrangements, shielding and home working.

We provided wellbeing support to staff and volunteers during the pandemic, and particularly lockdowns. This included regular email updates, webinars, virtual coffee mornings and survival kits.

All our efforts towards better internal communication led to the development of a staff intranet, providing a centralised place for important news and updates.

Our ambition for the coming year is to utilise the new Workforce Strategy we recently launched, developing engagement, equality and wellbeing focus for staff and volunteers. In turn, we hope this will lead to an even higher Best Companies placing.



WE ARE PROUD OF OUR RETENTION AND RECRUITMENT NUMBERS FOR RETAIL VOLUNTEERS DURING ENFORCED LOCKDOWNS.

FUNDRAISING

Embracing the digital revolution

Fundraising faced a completely new challenge in 2020/21, after events were completely cancelled for a period of time. This included anything from coffee mornings to mass participation. It was a race to make fundraising digital as our supporters learned to adapt to a new, temporary way of living.

The Fundraising team rallied quickly and adapted fundraising and stewardship overnight to keep supporters engaged, giving them a sense of purpose as the pandemic unfolded.

It was a true team effort, especially when juggling with childcare and other personal worries linked to the pandemic.



On Yer Bike was the first fully virtual campaign run by the Hospice, which captured the hearts of supporters of all ages and raised over **£30,000**.

Rudy's Run was also introduced to engage with schools and childcare settings, supporting their wellbeing and helping to give them something exciting to look forward to at Christmas.

Rudy's Run raised an additional **£37,900** and engaged with **8,385** local children.



We applied for grant funding to help reduce isolation and loneliness in the county and were successful in receiving around £200,000. This money helped keep our patients and families connected through iPads, laptops and various other technologies. It enabled people to feel less alone during some very difficult days in lockdown.



Photo courtesy of Andrew Scott Photography

Our Light up a Life campaign turned completely digital, using video to live stream the Torchlight Procession to supporters across the county.



Light up a Life surpassed all expectation and brought in our best ever fundraising amount from a Light up a Life campaign of

£73,000

The Hospice lost an estimated £2,000,000 because of the pandemic, so we went out to supporters with a Crisis and Urgent Care Appeal. Our supporters got us through those challenging months with their generosity and hope for the future. Their support meant our doctors and nurses could be there for the most vulnerable people at a time when it mattered.

As an organisation, we are developing our corporate relationships. In response to the pandemic, we are working with a number of commercial participators and professional fundraisers.

Our ambition for the coming year is to bring back face-to-face events and activities whilst celebrating our 40th anniversary in 2022. We have grand plans and have partnered with some amazing organisations to bring an incredibly emotive ironwork display and brand-new art trail to the county.

RETAIL

Warmly welcoming
back our customers

2020/21 was an unprecedented year for retail, seeing our charity shops closed for seven months of the financial year due to government restrictions. This meant that our Retail team was forced to adapt quickly to rapid change and new ways of working.

With shops closed and staff on furlough, income stopped overnight.

However, we managed to generate £600,000 via business grants and a further £64,000 from landlords and other companies offering support and rent repayments. Their generosity was much appreciated.

We turned to online sales to help boost income, which was particularly successful over the festive period. This included expanding our eBay store to include new goods and embracing new channels such as Depop and Facebook Marketplace.

When our shops were able to reopen, safety was at the forefront of the process and we worked hard to ensure that staff, volunteers, customers and donors felt safe when returning to our stores. Robust safety measures were put in place to adhere to government guidelines, including PPE, hand sanitiser, social distancing, contactless payments and more.



The Donation Drive-Thru was launched when shops reopened, enabling supporters to safely donate their items at our Central Warehouse in a designated time slot, with minimum contact with anyone.

This was a huge success,

generating over **4,000** bags and boxes of donations in the first two weeks, over

50 tonnes of items in the

first month, and over **600** bookings in the first four months.

Because of its success, the Drive-Thru is still operating and has won a national award at the Charity Retail Awards. A special thank you must go to the Lincolnshire Showground for helping with storage space during the peak donation weeks of our Drive-Thru.

Finally, praise must be given to the staff and volunteers in the Retail team who not only coped with the difficulty of not being able to work for long periods, but also adapted to huge changes upon returning to work. Their focus and commitment in getting the shops back open is testament to their passion for supporting the Hospice.



Our ambition for the coming 40th anniversary year is to open a new superstore and build on our brand awareness on the High Street and online, showcasing not only our role in income generation, but also the vital part that shops play in sustainability.

LOTTERY

Reaching new heights

During 2020/21, our Lottery team was able to continue working hard with limited adjustments needing to be made due to already operating digitally. This stood them in good stead for a hugely successful year generating income.

When fundraising events were cancelled and charity shops closed, we were able to partly fill the void and keep a steady flow of income coming in from our lottery, raffle and scratch card players.

New lottery supporters were few and far between during the pandemic, as many were faced with financial difficulties. However, we ran a virtual campaign not only to recruit more lottery players, but also asking our current players if they were able to increase their numbers of weekly entries.

We ran the summer raffle differently, showcasing it to supporters as a way to look to the future and be hopeful. This produced our best ever raffle income of just over £70,000.

Fresh off the back of the summer raffle's success, we ran a winter raffle and brought in another £70,000.

Despite the difficult environment we were operating in, our Lottery team hit all their pre-COVID targets at the end of the financial year.



£111,280 was won by supporters on the Lottery or in the raffle

Our summer and winter raffles both brought in **£70,000** each

LN6 was the luckiest postcode, winning **£17,100**

15 **£739,857**

was raised by regular lottery, raffle and scratch card players

Our ambition for the coming year is to celebrate both the Lottery's 25th anniversary and the Hospice's 40th anniversary in style. We will work to raise our profile, increase our number of lottery players and eventually become the biggest charity lottery in Lincolnshire.



MARKETING

The voice of the Hospice

2020/21 saw the Marketing team take the lead on digitalising the Hospice's promotions, communications and income generation. There were already plans in place for this, but these were rapidly brought forward as the team adapted to the changing times.

We were successful enough to win six awards this financial year, including Lincolnshire Live's Business in the Face of Adversity award and an East Midlands Charity Award.

These award submissions were put together by the Marketing team, who have worked hard to shine a light on organisational successes.



Increasing our social media reach was a priority in an increasingly digital environment, so we are proud to see a

47% follower increase on LinkedIn, **24%** on Instagram and **16%** on Facebook.



Last year, we had our two most successful social media posts to date. Both on Facebook, our posts about a wedding at the Inpatient Unit and an urgent call out for PPE reached over 130,000 people each and generated national press coverage.

In total, **160** pieces of press coverage were published, gaining over **1.8 million views**

Our ambition for the coming year is to continue developing our digital footprint and increase the number of people across Lincolnshire who understand the services we provide and the work we do.

FINANCE, ESTATES AND IMT

Working smarter and
improving facilities

2020/21 gave our Finance, Estates and IM&T teams the opportunity to take stock of assets and formulate a smarter working plan to better suit staff and better utilise budget.

The Finance team successfully steered the Hospice through a period of great fiscal uncertainty caused by the pandemic. This included the temporary closure of charity shops and cancellation of fundraising events. Net income before net gains on investments was a surplus of £210,000.

The speedy implementation of our new cloud-based phone system enabled our Palliative Care Coordination Centre to continue operating remotely. This was hugely important as they are the first point of contact for new patient referrals.

We switched to remote working, meaning that all our administrative staff were able to work from home with software such as Microsoft Teams and Office 365, when home working was compulsory. This has been hugely successful and has seen many staff members changing their contracts permanently to either home working or more flexible working.



Plans for our new Wellbeing Hub in Boston were completed. This building will enable the provision of our core services to patients and has been designed with environmental concerns at the forefront.

We are continuing to develop our existing estate, ensuring that it is safe, modern and fit for purpose. The pandemic gave us the opportunity to embark on a significant infrastructure project at our Louth Day Therapy Centre, meaning that site drainage is now significantly improved.

Our ambition for the coming year is to continue developing and modernising our estate so that it is fit for purpose and allows us to continue delivering the very best care. Along with opening our Boston Wellbeing Hub, we plan to refurbish our existing Inpatient Unit in Lincoln, so it better serves our patients, families, staff and volunteers.



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted£	Restricted£	Total 2021 £	Total 2020 £
Income from:				
Donations and Legacies	1,784,748	99,043	1,883,791	3,384,289
Charitable activities	6,175,466	1,950,842	8,126,308	5,483,612
Other trading activities	2,406,559	164,798	2,571,357	3,656,205
Investment Income	283,755	-	283,755	303,006
Total Income	10,650,528	2,214,683	12,865,211	12,008,088
Expenditure on:				
Raising funds	2,617,043	293,289	2,910,332	3,692,660
Charitable activities	7,788,423	1,956,552	9,744,975	9,016,456
Total expenditure	10,405,466	2,249,841	12,655,307	12,827,112
Net (losses)/gains on investments	928,897	-	928,897	(795,202)
Tax	80	-	80	68
Transfer between funds	39,783	(39,783)	-	-
Net movement in funds	1,213,822	(74,941)	1,138,881	(677,138)
Balance carried forward at 31 March 2021	16,425,040	2,052,382	18,477,422	17,338,540

CONSOLIDATED BALANCE SHEET

	2021 £	2020 £
Fixed assets	14,757,412	14,202,793
Current assets	5,264,498	4,393,955
Creditors	(1,544,486)	(1,258,207)
Net current assets	3,720,012	3,135,748
Net assets	18,477,424	17,338,541
Accumulated funds		
Unrestricted income funds		
Revenue reserve	3,023,806	1,947,095
Fixed asset fund	3,332,681	3,896,390
Revaluation reserve	1,101,914	1,301,914
Investment Reserve	6,366,641	6,115,819
Designated Fund		
Louth Wellbeing	-	350,000
Grantham Wellbeing	100,000	100,000
Inpatient Unit	2,000,000	1,000,000
Lincoln Wellbeing	500,000	500,000
Restricted Fund		
Boston Wellbeing	452,305	460,076
Other Restricted Funds	1,600,077	1,667,247
Total Funds	18,477,424	17,338,541

A MESSAGE FROM OUR CHIEF EXECUTIVE



The coming year is going to be about how we as an organisation live with the virus. It's not going to go away; it's going to be about how we cope and how we become more sustainable and resilient to working in this environment.

We will develop our mobile working to enable our staff to work in a very different way. Our estate will become more fit for purpose, and we will operate in an environment where offices and team spaces are going to be used in a very different way.

What's clear about this process is that people's resilience has been hit and it's incumbent for us as an organisation to support our staff and volunteers with their wellbeing and how they are operating within the organisation.

Within the healthcare system, it's imperative that we continue to lead on the development of end-of-life and specialist palliative care within Lincolnshire, and our role within the integrated care system is vital. We are a key member of the voluntary engagement team, and that is an area of service that we will continue to work with and operate in.

Clearly, the coming year is dependent on the support we get from the public, our communities, and our work within income generation. We are yet to see how that's going to work, but clearly, we do need to develop sustainable, long-term income streams.

I look forward to the year ahead, working with our brilliant staff, volunteers and community, and I look forward to celebrating our 40 years of operation within Lincolnshire, which we really couldn't have done without support from our community, staff and volunteers.

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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