
ARDGOWAN HOSPICE

Annual Review 2016–2017

“I don’t need to pretend.

That’s what I enjoy most about coming to day hospice. We all just forget about putting on the brave face and can just be ourselves. We actually have quite a laugh.”

Day hospice patient

“I felt frightened and just wanted to fix things for him. **Shaun helped me to see that I don’t need to fix anything—** I just need to be there with him and to talk things through.”

Carer

**Every day of your life matters.
From your first to your last.**

We believe everyone living with a life limiting illness should be able to have a good quality of life.

This report shows what we’ve been doing this year to make that a reality.

Hello and welcome

Over the past year, we have said hello and welcome to **925** patients and their families. Making patients, families and carers feel at ease is one of the first things we do at Ardgowan Hospice.

Each person we welcome to the hospice has their own story, but they all have something in common—they, or someone close to them, has received a diagnosis of a life limiting illness. We know this can be overwhelming, frightening and cause great anxiety, so we make sure that everyone who comes to us feels comfortable, and we help them to regain control of their situation.

We’ve been doing this since Ardgowan Hospice first set up in 1981, by providing not only physical and medical support, but also important practical, emotional and social support to patients diagnosed with a life limiting illness and their families and carers. During this time, we have gained an enviable reputation for the quality of our specialist palliative care.

People quite often believe that a hospice only provides end of life care, but that is simply not true. We care passionately about making every moment matter to ensure each and every patient we help can enjoy a better quality of life.

We achieve this by being firmly rooted in the Inverclyde community thanks to the continued support of our donors. They help to fund our collaborative work with health and social care partners to provide innovative supportive care for people at a difficult time in their lives.

**Together we make the journey easier:
together we care.**

Our ambition

Everyone living in Inverclyde can access specialist palliative care where, when and how they need it.

Our mission

Ardgowan Hospice, supported by the local community, aims to provide the highest quality care for patients and families living with a life limiting illness. We value quality of life, dignity, privacy and individual choice.

Our essence

Quality of life is everything.

A word from our CEO and Chairman

People come to Ardgowan Hospice at different stages of illness. The journey of life limiting illness can quite often be an isolated and frightening one. But time and time again patients and their families tell us that they feel differently once they have come to Ardgowan Hospice.

We are inspired by our mission and are incredibly proud to be part of an organisation that is focused on making every moment matter.

Over the past year, there have been significant moments that made us especially proud of the work we do to support those who need us most. One highlight was achieving “Excellent” and “Very Good” for the Quality of Care, Quality of Staffing and Quality of Information provided in an unannounced Healthcare Inspectorate Scotland visit in August 2016.

Our commitment to investing in our staff and volunteers to ensure the highest quality of care is delivered was clearly demonstrated by achieving the Healthy Working Lives Bronze Award in September 2016.

Another key moment we celebrated was achieving a successful bid outcome to obtain a four year grant from the Big Lottery Fund (BLF) that will help us to transform our services so that even more people can access the support they need, when and where they need it.

There have been numerous moments we have celebrated over the past year, despite the challenging times we have faced. Like many other hospices and charities, Ardgowan Hospice has faced financial challenges and we have reported financial deficits over a number of years, a position that is quite simply not sustainable. In this year past (2016/17), we have focused on reducing our operating deficit and we

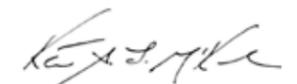
are pleased to report that we have achieved this, by reducing it to **£284k** from the previously budgeted deficit of **£426k**. This reflects the ongoing efforts of the team to reduce expenditure, without compromising high quality patient care, and increase income.

This has been possible thanks to the extraordinary support from our donors, supporters and volunteers from the Inverclyde community and beyond. We are extremely grateful for their belief in our work and their support has been crucial to the success of Ardgowan Hospice, as it will continue to be in the years to come as we aim to reach a surplus position in 2019/20.

Our greatest inspiration though comes from those patients, family members and carers who walk through our doors—ordinary people who face difficult challenges. It is their courage that inspires what we all do. We promise to make every moment matter for them and to be with them through the journey.



Ian C Marshall
Acting Chief
Executive Officer



Keith McKellar
Chair of Board
of Trustees

Hospice care: improving quality of life in our community

Our hospice offers much more than just a place for people to stay and be looked after at the end of their lives—we're at the heart of the Inverclyde community.

For people who want to be cared for at home, or are discharged from hospital, we have a range of community services in place to support them and their families, including day hospice activities, outpatient services and specialist nurse home visits.

This year we were successful in achieving funding from The Big Lottery Fund (BLF) to help us to transform how we deliver care throughout the Inverclyde community.

So far we have introduced a new community supportive care clinic to give people crucial access to one-to-one consultations with doctors and nurses. Patients can access a range of services and therapies to help improve their quality of life.

Where we help



Making moments matter

Over the past year, people affected by life limiting illness have turned to Ardgowan Hospice. We have supported them at different stages in their journey.

In their own words, here's the difference Ardgowan Hospice care and support has made to them:

Initial Diagnosis

"You never think it's going to happen to you. I remember thinking it'll be fine at the regular screening. I was devastated and couldn't take it all in."

"I came to the hospice to pick up a leaflet but they were so kind. I got to speak to a nurse who took the time to explain things to me."

Patient with breast cancer supported at our Access Drop In Centre

Recurrence

"I just wanted to say thank you to Dr Kitchen for the time you spent with me and my dad at the hospice outpatient appointment yesterday."

"Being able to spend such a long time with him helped us both enormously and it was good to finally have more details about the bone scans."

Patient and their family supported at our Outpatient Clinic

Treatment

"Over the past year we have used the patient transport service to help get to treatment appointments at the Beatson."

"The service has been invaluable to me and my husband"

"It takes the stress out of having to worry about how we'll get there. My husband's condition is stressful enough and this service makes life at a difficult time that bit easier."

Patient and family supported by our Free Patient Transport Service

End of Life

"Thank you for being there in our hour of need."

"We had no idea that you would support my mum as I always thought the hospice was just for cancer patients but it was the best place for her and the care was exceptional."

Family of a patient with heart failure supported by our In Patient Unit

Bereavement

"Before I came to Butterfly I was hiding my feelings which made me sad and angry and fall out with my friends."

"Coming to Butterfly helped me understand things and talk about my feelings and worries."

"This made me feel better. I could talk and use the grief game and I made a memory jar to always remember my dad."

Christina aged 10, supported by our Children and Young People Support Service

Transition after treatment

"I started to notice that the swelling was getting worse and it was becoming very painful."

"I saw Elizabeth, the Lymphoedema Nurse at the hospice and started treatment straight away."

"It was the best thing coming to the hospice. I would urge anyone worried to go see them. I did and things have improved greatly."

Patient supported by our Lymphoedema Nurse Specialist

Our year in numbers

Key statistics for 2016/17

LAST YEAR, WE WERE THERE FOR **925** patients, families and carers
HERE'S JUST SOME OF THE WAYS WE HELPED:

149

patients attended Day Hospice

167

patients supported at our Out Patient clinics

248

pre and post bereavement sessions helped to support 27 children and young people



398

one to one sessions provided advice at our Access Drop In Service

193

people were supported by our Adult bereavement service

130

patients received specialist care at our In Patient Unit

49

patients with complex breathlessness symptoms benefited from improved quality of life

369

one to one support sessions provided advice and support from our Patient and Family support

109

sessions supported parent/guardians to help children through bereavement

439

treatments provided at our Lymphoedema clinic

150

relaxation classes helped to reduce anxiety

436

complementary therapy sessions were provided

222

patients were supported at home



1025

home visits made by Ardgowan Community Nurse Specialists

70,182

miles driven by our volunteer drivers to take patients to hospital for vital treatment and appointments



Our challenge, our ambition

Ardgowan Hospice serves the people of Inverclyde, one of Scotland's smallest and poorest local authority areas. Health outcomes persistently rank among the very worst in Scotland, driving a disproportionate need for palliative care services that challenges our capacity to respond.

The link between socio-economic deprivation and poor health outcomes is well established. Between 2010 and 2015, the incidence of cancer in Inverclyde rose by 25%. In the same five year period in Inverclyde, the prevalence of Coronary Heart Disease increased by 23%, Kidney Disease by 62% and Lung Disease by 114%. A rapidly ageing population will lead to significantly increased need for palliative care over the next few decades.

Whilst the challenge is significant, we are committed to achieving our ambition that everyone living in Inverclyde can access specialist palliative care, when, where and how they need it.

This year we carried out extensive consultation with staff, volunteers, health partners and the Inverclyde community about how best to meet their needs.

We also made good progress and achieved a much improved financial position against the projected budget deficit. We reviewed all contracts being renewed to ensure maximum return on all Hospice expenditure. We also continued to grow our lottery income. A review of our retail and fundraising operations was undertaken to identify areas for development and improvement.

In the coming year we will:

- Widen participation and access to services through improving how we communicate about our work and the services we offer to patients, families, health and social care partners and the Inverclyde community.
- Increase the number of clinics where our Consultants provide specialist palliative care advice to out-patients.
- Continue to monitor the standards of the care we provide to ensure we can build on and demonstrate continuous improvements in quality and service delivery.
- Work with partner GPs to pilot the Integrated Patient Outcome Score (IPOS) system as a measure of patient improvements for palliative patients in GP care.
- Continue to develop our workforce agility to meet the current and future service needs.

In 2017-18 we will continue to strengthen our financial position by:

- Engaging with the HSCP to ensure the new service level agreement due to be agreed in 2018 is appropriate and provides fair funding for services provided.
- Implementing a new retail strategy to increase income and push down costs.
- Networking with wider third sector bodies and explore opportunities for partnership working with them.
- Improving collaboration and integration between fundraising and retail channels to maximise income opportunities.
- Exploring and widening funding and sponsorship opportunities.
- Developing and implementing a new Income and Development Strategy designed to maximise all potential sources of income to ensure a sustainable future.

Together we care

Over two-thirds of the money we spend each year on supporting people living with a life limiting illness comes from the people, companies and trusts who support us. They all play an invaluable role in helping us to do more than ever to make sure people get high quality care and support when they need it most.

Our staff

As a University Teaching Hospice, we are committed to enhancing our skills and knowledge of palliative care to ensure we deliver the best care for the people we support.

Throughout 2016/17 all clinical staff participated in training update days to enhance their knowledge and skills in areas including medicines management, safe administration of medicines and advanced communications. Experts from other fields also delivered a series of lunchtime lectures to staff to widen their knowledge and understanding of what is happening in other care settings.

Learning and development is a priority at Ardgowan Hospice and 2016/17 saw the introduction of a new performance appraisal system. This includes a review of learning and development needs enabling discussion to take place around future career development. A new process to support our clinical staff with the new Revalidation requirement for Registered Nurses was also introduced.

The achievement of the Healthy Working Lives Bronze Award in September 2016, demonstrates our commitment to the health, safety and wellbeing of all staff and volunteers.

Providing high quality care requires team work and thanks to the combined efforts of our staff, volunteers, supporters and fellow health and social care professionals, we continued to deliver care for those who needed it most during 2016/17.

Our health partners

The team here at Ardgowan Hospice work with other health and social care professionals involved with palliative care to enhance their knowledge and experience too.

Over the past year we have supported staff in care homes, residential care facilities, GPs and Community Nurses throughout Inverclyde by providing palliative care training. This helps us to influence the care of patients even before they are referred to Ardgowan Hospice, or indeed to help them to care for people we may not treat.

As a specialist palliative care unit we want to share the knowledge that we have gained after 36 years of delivering hospice care. That's why we are passionate about educating the next generation of health and social care professionals.

In 2016/17 we provided 72 educational placements for both undergraduate and postgraduate students studying healthcare within the Greater Glasgow and Clyde area. Our programme supports students to better understand what hospices do and teaches them how to manage symptoms. It also helps them to develop communications skills which are vital when supporting patients and families.

The collaborative approach we take with health partners and future health professionals means that we are helping to improve standards for the benefit of everyone—not just the people who use our services.

Our community

During 2016/17 we continued to host **Compassionate Inverclyde, a public health approach to palliative care. In partnership with the Inverclyde Health and Social Care Partnership (HSCP) and third sector stakeholders, we led the development and establishment of Inverclyde as Scotland's first accredited Compassionate Community.**

The initiative was launched in March 2017 by Health Minister Aileen Campbell and included a moving drama titled 'Say it like it is' which highlighted real issues around death and dying.

Over the next year, we will continue to be part of this network of national, regional and local organisations and people working together through community action, good practice, research and policy, to ensure that everyone who is facing challenges associated with the end of life is offered the support they need.

Together we make this happen

"I've been diagnosed with breast cancer which is widespread in my bones, spine, pelvis and skull. The cancer is active. **Ardgowan Hospice is a lifeline for me.** I go every week for two days where I can just be myself. I meet other people with problems similar to mine, but do you know what, we have a nice time. **When we're there, it's not about dying, it's about living and the time spent is full of laughter and fun.**"

Day Hospice patient

Our volunteers and fundraisers

An incredible 313 people gave up their time, skills and energy to volunteer a total of 69,173 hours for Ardgowan Hospice last year—that's 5% more than the previous year.

Whether it is assisting in one of our charity shops, baking in the hospice kitchen, driving patients to hospital, providing administration support or welcoming visitors at the hospice reception areas, volunteers are an inspiration and quite simply, we couldn't do it without them.

We are also very fortunate to have a number of volunteer committees, including the Friends of Ardgowan Hospice. They continued to play a key role during the past year in not only raising awareness of our work, but also raising money to support patient care. Their annual Festive coffee mornings were a

huge success raising over **£3,000**, bringing the amount raised in the year to **£26,100**.

Another key volunteer committee was the events fundraising committee who met monthly throughout the year to organise a series of spectacular events, from sourcing auction and raffle prizes, to selling tickets and promoting the cause.

Throughout the Inverclyde community, hundreds of people held their own fundraising events and challenges to raise money for the hospice—from singing, dancing, baking to climbing Mount Kilimanjaro and zip sliding.

Our Patrons also continued to raise awareness and funds for us—like Greenock-born Actor Martin Compston who held his third annual fundraising event in December.

Managing our resources

The Hospice is partly funded by a contribution from Inverclyde Health and Social Care Partnership (HSCP) on the basis of the previous NHS Service Level Agreement under the terms of NHS CEL 12. The Scottish Government expects the HSCPs to fund 50% of the agreed annual running costs of independent hospices in their area. The funding does not cover capital expenditure, bereavement projects or the holistic care that is provided by the Hospice.

In 2016/17, NHS Greater Glasgow and Clyde provided funding of £1,284,420 (2015/16—£1,266,666) a **1.4%** increase on the previous year.

The remainder of the funds, approximately **£1.9m** in 2016/17, required to provide the Hospice services is raised through legacies, donations, gifts and grants, fundraising, Hospice retail shops, the Lottery and the Friends of Ardgowan Hospice.

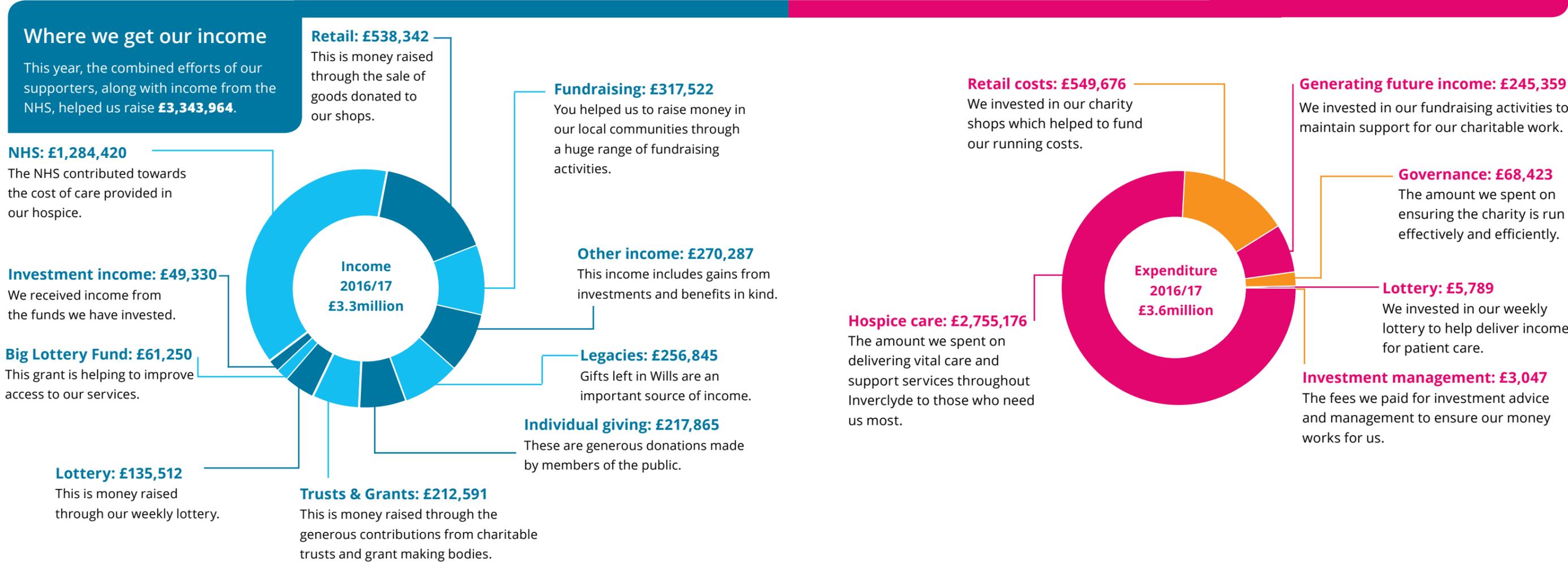
The past few years have been particularly challenging and in 2016/17, we focused on reducing our operating deficit and we are pleased to report that we have achieved this, by reducing it to **£284k** from the previously budgeted deficit of **£426k**.

As we move forward, one of the key aims is to ensure that the hospice returns to a surplus position by 2019/20 and every effort is being made to control costs without compromising the outstanding care our patients and their families deserve.

Our funding and spending

The combined efforts of supporters like you, along with the funding we get from the Inverclyde HSCP, gave us an income of £3.3 million this year.

Where we spend our income
We spent **£3,627,470** on our core activities: crucial caring services, improving awareness of our activities and generating future income.



Our legal structure and governance

Ardgowan Hospice is governed by a Board of Trustees whose role is to provide governance and strategic direction of the organisation.

The Board is made up of trustees who volunteer their time and bring knowledge and insight from a variety of sectors to guide, advise and scrutinise the charity to ensure it is run effectively and efficiently.

The trustees have full legal responsibility for the actions of Hospice and ensure compliance with the Charities Act 2005. Through a governance framework, established under the Articles of Association, the Board of Trustees meets at least four times a year.

As at 31 March 2017, the Board of Trustees had approved the establishment of three Board Sub-Committees:

1. The Finance, Investment and Performance Review Committee.
2. The Healthcare Governance Committee.
3. The Risk Management Committee.

As we move forward into 2017/18 we will undertake a review of our committee structure to support the efficient and effective running of the hospice.

During 2016/17, we said goodbye and hello to some trustees. Thanks to Mr John Cumming, Mr Stuart Paterson, Mr Brian Stewart, Dr Ruth Ward and Mr John Watson for their commitment over the years.

We also welcomed Mr Mark Brown, Professor Rosslyn Crocket MBE, Ms Sheena McFarlane OBE, Professor Paul Martin CBE and Ms Morag Moore.

The Trustees (Directors) in office during the year ended 31 March 2017 were:

- K. A. J. McKellar (Chairman)
- I.M.Banks (Appointed 24 October 2016, Retired 28 November 2016)
- M. J. Brown (Appointed 24 October 2016)
- C. M. Chambers
- Prof. R. Crocket MBE (Appointed 24 October 2016)
- J. Cumming (Retired 24 October 2016)
- G. Lafferty
- S. McFarlane OBE (Appointed 24 October 2016)
- Prof. P. Martin CBE (Appointed 24 October 2016)
- M. Moore (Appointed, 24 October 2016)
- S. Paterson (Retired 24 October 2016)
- J. J. Reidy
- J. B. Stewart (Retired 24 October 2016)
- Dr. R. Ward (Retired 24 October 2016)
- J. M. Watson (Retired 2 April 2017)

Our Constitution

Ardgowan Hospice Ltd is a charitable company limited by guarantee, incorporated on 13 July 1981. It is registered as a Scottish charity with the Office of the Scottish Charity Regulator (OSCR).

Ardgowan Hospice is governed by its Articles of Association, which define its sphere of activity and form its constitution. The Articles were reviewed in 2010 to ensure full compliance with the Companies Act 2006 and the revised constitution was approved at the Annual General Meeting in October 2010.

Ardgowan Hospice is a membership organisation and the criteria for membership are defined in the Articles of Association. The company does not have share capital but is limited by guarantee. At 31 March 2017 the company had 59 members, each of whom agrees to a liability limited to £1 in the event of the charity winding up.

For you, because of you, thanks to you

Ardgowan Hospice exists to serve the people of Inverclyde. The support shown to us by the community and beyond is extraordinary. We are immensely grateful to everyone who has supported us over the past year.

There are so many of you we want to thank personally but instead we will leave it to the patients and families you have helped us to support over the past year to tell you what your kindness really means to them.

Thank You.

“I thoroughly look forward to your visits. You have no idea how much you help me, and the doctor speaks to me on my level which I can understand. Thanks so much.”

Patient supported by Ardgowan Community Nurse Specialists

“We wanted to thank you for everything you did to help my husband and our family. **We couldn't have got through it without the hospice.** We will never forget you.”

Wife of patient supported by our In Patient unit

“I can't thank you enough for the support you have given me for my trips to the Beatson. **I don't know how I would have got there without you.**”

Patient, supported by Free Patient Transport Service



“I love being a nurse.

I love being able to help make things easier for the patients.

I love knowing that I make a difference.”

Ardgowan Hospice

t: 01475 726830 e: info@ardhosp.co.uk

To contact our fundraising team directly: fundraising@ardhosp.co.uk
www.ardgowanhospice.org.uk

Ardgowan Hospice is a charity registered in Scotland.
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