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HOSPICE**

**ANNUAL
REVIEW 2020**

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Welcome

2020 has seen the unprecedented chaos of the coronavirus pandemic and is a year that everyone would just as soon forget.

The necessary restrictions have meant that our service delivery has had to be significantly modified but in the true 'keep calm and carry on' fashion, the incredible staff and volunteers have enabled our patients and their families to be cared for. I thank them for that and take my hat off to them.

As a result of the pandemic, it has been widely reported that many hospices, and indeed, charities in general are experiencing real financial pressures. It is even rumoured that some hospices are facing closure.

Thankfully I can assure you this is not the case here at Springhill. Despite the closure of our shops and the loss of many of our big fundraising events, our finances remain in good health thanks to grants received through the local authority and Hospice UK.

Not knowing how long this situation is likely to last means we need all the support we can get and we remain grateful to all our clinical commissioners, our many supporters and sponsors for their continued input.

As if the pandemic was not enough to face, further bad news comes with the early retirement of our outstanding Chief Executive, Julie Halliwell. Julie has been at the Hospice for 26 years and has been promoted in that time until finally achieving her ambition to lead this remarkable organisation.

Her open, honest, sage and steadfast approach has enabled the Hospice to thrive and to cope with some particularly unpleasant issues over the years.

I am sure you would all want to join with me in wishing her a very long and happy retirement. Sad too that Bob, Julie's Sheepadoodle, will not be present around the Hospice, but we hope to see him from time to time.

At the time of writing, I look forward to welcoming Sam Wells, our new Chief Executive, when she joins us in early December.

Finally, when you read this review you will find some of the reports very personal and touching and they serve to remind us all why Springhill and its services are so very special and unique in the palliative care world.

All best wishes,



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Everyone at Reside are humbled to support the wonderful work and the amazing people at Springhill Hospice.

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Chief Executive's Report

2020 has certainly been a strange year for the whole nation. As you read through this annual review, you will be unsurprised to see a theme of the pandemic having significantly affected our work. Whilst the virus has been truly devastating for so many people, in so many different ways, I do hope as you read this report, you will see the positives we have taken from this terrible situation. You will read how staff and volunteers have managed to ensure that our patients and families are still able to receive an exemplary service, albeit in a different way. There are some real success stories, fantastic new developments, retirements, promotions, special awards, and some very moving stories from families who have real experience of the care and support we are able to give.

We have done all we can during the year to keep abreast of the ever-changing guidance and legislation, keeping our workforce, patients and supporters safe across all of our Hospice premises.

This pandemic has had a serious impact on our finances and, as you read this report, you will see the negative impact this virus has had on our fundraising, and our income generation through the shops. We are so grateful to you, our supporters; we need your backing at this time, more than ever before!

I am proud of the staff and volunteers who have shown such resilience throughout the year. There have been some hairy moments, when we have all had to turn our hand to something new. The co-operation and teamwork I have witnessed throughout the year makes me so proud to be a part of this incredible Hospice family and I am grateful to everyone for dealing with the trauma with good grace, a cheery smile, and a willingness to try new things.

Within this report, we have all tried to look to the future, which we hope will be very much brighter. For me, this is my last

report as I head off into (very early!!) retirement. Travel plans I made with my family in 2019 for this new chapter in my life, have now dramatically changed, but it remains the perfect time for change. I will leave Springhill Hospice excited for the future, but also with a heavy heart, humbled to have worked with so many very special people, who really do make a difference to patients and their families at the most difficult of times. Springhill has been a way of life for me and my family, for over 26 years, and I will remain indebted to the Hospice, staff and volunteers, for supporting me throughout my career, and of course for the very special care provided to my own family and a very close friend at the end of their lives.

I will be handing over the reins to Sam Wells, and I am totally confident that I leave the Hospice in good hands. Sam spent seven years as the Deputy CEO of the National Council for Palliative Care where she set up and led the Dying Matters Coalition. Sam returned north to care for her mum who had Alzheimer's and Cancer and during this time set up Stod Fold, a microbrewery, with two childhood friends. The brewery is still going strong but, in 2017, she missed the sector and joined Heart Research UK as Chief Operating Officer, becoming Deputy CEO in 2019. Sam is absolutely thrilled to be joining Springhill as she knows, personally and professionally, the incredible difference palliative and end of life care can make.

Thank you to all of you reading this report, whether you are staff, volunteer, patient, family member or supporter. You have all played a part in making our Hospice the success it is today, and I wish you all the very best for many years to come.

Julie Halliwell
Chief Executive, Springhill Hospice

Hospice Strategy

2017 – 2022

In 2017, we developed our 5 year strategy, which sets out what we want to achieve and how we aim to achieve it.

We developed 5 main aims, considering how everything we do is best for:

- Our Patients
- Our Hospice
- Each other

Our Mission

As a specialist palliative care unit, Springhill Hospice:

- provides the highest standards of physical, psychological, emotional and spiritual care for patients and their families, friends and carers;
- encourages patients to maintain independence and control, and to make informed choices, whilst respecting privacy and dignity;
- offers advice and support from the time of referral, throughout the illness and into the bereavement period;
- offers post bereavement therapies, psychotherapy and counselling;
- offers information and education to patients, families, friends, carers and professionals, to promote a high standard of palliative care across the community;
- respects all cultural, religious and personal beliefs, placing the emphasis of care on individual need;
- audits and reviews the services it provides to ensure appropriate clinical standards are maintained and services are delivered effectively.



Our Strategy

1. Adapt Quickly to Change

We are committed to adapting quickly to change, taking advantage of opportunities arising from the Greater Manchester Devolution Programme and other changes within the NHS.

As power is transferred to local decision makers, and more opportunities arise to work in partnership, we will endeavour to take the opportunities available for collaborative working in order to achieve economies of scale and to improve our patient and family experience.

What have we done this year to achieve this aim?

We have complied in a timely manner with all of the new legislation regarding the COVID pandemic. We have complied with the Government's guidance on managing the risk of COVID-19. We have carried out a COVID-19 risk assessment and shared the results with the people who work here. We have cleaning, handwashing and hygiene procedures in line with guidance. We have taken all reasonable steps to help people work from home. We have taken all reasonable steps to maintain a 2 metres distance in the workplace. Where people cannot be 2 metres apart, we have done everything practical to manage transmission risk.

2. Increase Income Generation

Since 2014, the Hospice has seen significant growth following the introduction of the Community Service. Projected budget forecasts indicate an increase in costs over the next 5 years including the introduction of The National Living Wage, the first stage of which was implemented in April 2016. This will have a significant impact on the Hospice over the next 5 years as implementation progresses.

In recognition of these increasing costs, the Income Services Team has been tasked with exploring new avenues to increase income in an attempt to achieve a balanced budget.

What have we done this year to achieve this aim?

Due to the constraints of the pandemic, our income generation activity has been significantly impacted. The teams have worked incredibly hard to develop new methods of working, and are exploring avenues for online fundraising.

EPOS tills have been installed in all of our shops, which will allow us to maximise each sale through Gift Aid.

3. Improve the Quality of Our Facilities

As our Hospice estate becomes older, we are mindful of the need to maintain the optimal environment to deliver our core services. We will improve the quality of our facilities and the care environment for our patients and families. We will ensure that our external properties are included in our improvement plans to ensure competitive advantage.

What have we done this year to achieve this aim?

Equipment has been purchased via appeals and grants to enhance patient care and comfort, including beds, pressure relieving mattresses, a hoist and pressure relieving recliner chair.

4. Influence Others

Recognising our capacity limitations, we will influence other organisations and hard to reach communities through education and sharing of our experience and expertise in end-of-life care.

What have we done this year to achieve this aim?

We continue to deliver our highly successful Palliative Care Passport training and, in response to the impact of the Coronavirus, we have adapted this training utilising a virtual platform.

5. Respond to Increased Use of Technology

Increasing use of technology and, in particular, the use of social media means that the Hospice needs to explore new ways to reach more supporters and develop online methods for communication and online selling. We will continue to engage with the NHS and contribute to developments in shared electronic record systems to enhance our patient care.

What have we done this year to achieve this aim?

We have introduced technology to implement virtual meetings, and allow staff who are able to work from home to do so in order to meet social distancing guidance. We have introduced an NHS secure system to allow us to undertake safe patient consultations through telephone and video link. We have introduced iPads and tablets to allow families to "remotely visit" their loved ones during the pandemic whilst visiting restrictions have been necessary.

Leaving a gift in your Will to Springhill Hospice can help us to bring comfort to families at the toughest of times.

In years to come your gift could make a big difference, giving a patient and their family peace and dignity at the end of life...

Your gift will provide important care, comfort and support to patients and families, so they can make the most of the precious time they have left.

Naturally, when making your Will you will want to make sure that those close to you come first. Remembering Springhill Hospice alongside your family and friends means that we can be there for them too, should they need us. By leaving a gift in your Will, whatever you choose to leave, you will be making a real difference to the care we provide to patients and families, helping them to make the most of each and every day, now, and in the future.

We will use your special gift wisely and effectively, to fund vital items of equipment that help to provide pain relief, 24-hour nursing care, or those little extras that help make every moment count for our patients and their families. We value every pound that is donated to us and put it to the best possible use. You don't have to tell us if you choose to remember the Hospice in your Will – we respect your right to privacy.

A gift in your Will won't cost you anything now but will care for future generations.



Leaving a Gift in your Will

Leaving a gift in your Will is easier than you might think – just follow these simple steps:

- 1) Make a note of our charity name and registered details. These details are:

Registered charity name:
Springhill Hospice (Rochdale)

Registered charity number: 701798

Registered address: Springhill Hospice,
Broad Lane, Rochdale, OL16 4PZ

- 2) Find a solicitor or professional Will writer to write your Will.
- 3) Ahead of seeing your solicitor or professional Will writer think about how you would like to provide for your loved ones and how you might be able to support Springhill Hospice.
- 4) Provide your solicitor or professional Will writer with details of the gift you have chosen to leave to support care at Springhill Hospice.

If you have any questions about making a Will and leaving a gift to Springhill Hospice in your Will, please get in touch; we're here to help. Any information you decide to share with us will be treated in the strictest confidence.

Contact us

Call the Fundraising Team on 01706 641790 (opt 1) or email fundraising@springhill.org.uk



An Interview with Emma Pickles Specialist Palliative Care Nurse

Why I wanted to work for Springhill Hospice

Before I worked for the Hospice, I worked at the Christie Hospital in Manchester and had previously worked on an elderly medical ward when I was studying at York. With both of these jobs, I was drawn towards the palliative side of the work I did there.

I was always wanting to look after the more poorly patients and spend a lot of time with the families and that was always the part of the job that I went to and that I was comfortable with. From those two jobs, I kind of knew that a palliative role was the direction that I wanted to go in so I was always on the lookout for a role that would offer that.

When I was at the Christie, I kept looking at the Springhill Hospice website thinking to myself 'when is there going to be a job?' and obviously with a job did come up. I applied for it straight away because it was what I wanted. I've never wanted anything else after coming to work for Springhill.

I'm a Specialist Palliative Care Nurse

I started off as a staff nurse when I first came to Springhill. When I started working at Springhill nine years ago there were two other Special Palliative Care Nurses on the ward - they both wore purple uniforms and were nurse prescribers. They were just amazing, so I always thought to myself that I wanted to do what they did. I set my goal and worked towards it; I went to

university, completed my prescribing course, alongside some extra palliative care modules and improved my clinical skills to become a specialist nurse. It's perfect for me because I like doing the parts of my job required as a nurse but I also like working on the medical side of things and spending time with the doctors.

My role

Every week is different for me. Some days I'm nursing on the ward, looking after patients and managing the staff. Then I'll have some days where I'm working with the doctors to assess and review patients from a clinical point of view and completing any prescribing. I can do that little bit more than a typical nurse as I'm able to assess them by looking at their abdomen, listening to their chest and by prescribing medication.

Sometimes I also do Hospice at Home visits. This means I can use my wide variety of skills and knowledge across various roles at the Hospice. Some of the others I work with like to say that I have different 'hats' for all the different things I do and I enjoy every 'hat' that I wear!

Covid-19 and care at Springhill

I think, like everyone on the ward, it has affected our relationships with the relatives of patients who come onto the ward. We've had to limit our visiting, so we can only allow one visitor per patient and that's when they're reaching

the end of their life, this means we haven't been seeing the usual number of relatives we are used to seeing. To make sure relatives remain informed and we're building some rapport with them we are making a higher number of telephone calls to them, checking in with relatives on a daily basis. We still build that relationship with the friends and family of our patients, Coronavirus has just made it a little bit harder. Usually I would build a strong relationship and be involved with the family members, spending time getting to know them. It's harder to do that over the telephone, and having to have difficult conversations over the phone can be hard. I've tried to take some positives from this and I think it has enhanced my own communication skills so even though it has been a hard experience, it's been good for me.

2020 has taught me...

I think everyone has learnt a lot, especially about things such as health and safety requirements. I've learnt that when it comes to things such as PPE, it's just a necessity and we all have to follow the guidance and procedures around wearing it. It's difficult, but when you're working in a team and you're all in the same boat, you face these challenges together and get through them. We're all still trying to make the Hospice the place that everybody wants it to be and still try and provide that cheery atmosphere to all the patients who come in.



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Clinical Services

2020 started out well. In 2019 we had celebrated our 30th anniversary and my report last year reflected on the developments we have seen over the years here at Springhill.

The New Year promised further exciting service developments within the Hospice and we welcomed new staff to work within our Clinical Teams. In January and February we were all mindful of the news across the globe of a virus which was new and appeared to be spreading rapidly and, by March we knew that our way of working with patients at the Hospice was going to change significantly for a period of time.

Within this Annual Review you will read reports from clinical managers which will outline how the pandemic has impacted upon the way we care for our patients and families, how we have had to adapt to safer practices and the steps we have taken in an attempt to continue to support patients and families in a very challenging environment.

Needless to say, the last few months have been difficult at times, both professionally and personally, for the staff who strive to deliver quality care to patients at the end of life and to offer support to patients' families.

I am so proud of the way the staff at the Hospice have adapted to a way of working which is alien to them; having to maintain distance when a family member is distressed; having to care for patients in full PPE when the simple act of a touch or a smile can be so important; having to restrict visiting to patients at the end of their lives. All of this goes against everything we know to be right but the staff have been constantly aware of our responsibility to do our part in controlling the spread of Coronavirus in order to keep our patients, families and each other safe.

At some point, I am sure we will see a time when we will be able to lift some of the restrictions we have had to put in place as we start to adapt to a new way of working and caring for our patients. As we work towards this, I would like to thank each and every member of staff for the commitment they have demonstrated over the last few months and look forward to better times to come.

Sheila Johnson
Director of Clinical Services

2,142 visits made and **267** new patients referred to our Hospice at Home service



355 new admissions to our Inpatient Unit



1,153 face to face sessions held by and **204** new patients referred to our Bereavement service



580 night sits delivered and **42** new patients referred to our Night Sitting service




139 patients referred to Day Hospice



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In-Patient Unit

At the beginning of 2020 who would have thought what the year had in store for us.

Coronavirus has had a big impact on the Hospice in more ways than we could have imagined. Every area has had to be reviewed and ways of working adapted to ensure we have provided the safest environment for our patients.

For the In-Patient Unit there have been lots of changes which have been led by Government guidelines. These guidelines have changed numerous times over the course of 2020 and, in some instances, on a daily basis.

The wearing of Personal Protection Equipment (PPE) became an immediate requirement from the onset of Coronavirus and this was a big change for clinical staff to adapt to. Initially staff only wore PPE when they were physically with a patient, either giving care, medication, serving meals and drinks or just sat talking to the patients, but it wasn't worn within the main office area. There are, of course, some instances where it hasn't been possible for staff to maintain the 2 metre social distancing recommendations. This has included tasks such as preparing and dispensing medication, so we made the move to staff wearing PPE at all times in order to minimise the risk of transmission whilst working in a close setting.

PPE in the Hospice setting involves wearing masks, gloves, aprons, and visors/goggles.

All clinical staff received training in the correct application, removal and disposal of PPE.

In an environment where we are used to walking directly into a bed area to answer a call bell, without having to stop and think what we are doing, it has been a huge learning curve to remember to apply PPE before entering the room and removing and safely disposing of it as we leave the room, only for the patient to need further attention or have another request, meaning we have to re-apply PPE before we go back to the same patient.

Not only have we experienced the changes to working practice regarding PPE, we have also experienced the struggle of obtaining appropriate PPE supplies to keep our staff and patients safe - it has been the equivalent of going to the supermarket and finding all the shelves empty and that all the toilet rolls, pasta and flour have been taken. We are incredibly grateful for the generous donations of PPE we have received from members of our local community - both individual supporters and businesses - and to the Clinical Commissioning Group (CCG), who ensured we were included in the regular supply chain of PPE when they received appropriate supplies for the Borough. Working constantly in PPE

has also turned us all into teenagers again, we have all got spots, dry skin and rashes but I suppose it doesn't matter because nobody can see our faces!

Having to remind staff to keep 2 metres apart has been hard - we are a very close-knit team who are used to working in close proximity to each other - but we are acutely aware that wearing PPE does not, on its own, keep staff and patients safe.

Hospice at Home

Normally Springhill's Hospice at Home service is provided by the staff working on the In-Patient Unit, who rotate from working on the ward to working on Hospice at Home. With the onset of Coronavirus, we took steps to protect our workforce by reducing cross working and creating working bubbles. This meant that our Hospice at Home service was staffed by our Community Team. After a short time of trialling this, we found that this wasn't sustainable due to the increased demand on our Community Team. We then created a new working bubble from the ward to provide care/support for patients and families in their own homes between the reduced hours of 8am - 4pm. Initially this comprised of a Staff Nurse and Healthcare Assistant with support from the Specialist Palliative Care Nurses and Community Team. Over the first few months it worked well but then it became more apparent that the workload for the

Hospice at Home Team was increasing so we created a second working bubble from the ward to provide our Hospice at Home care. This also freed up resources in the Community Team to continue with their own workload. We later managed to increase our Hospice at Home service to provide cover between 8am and 8pm.

Volunteers

In order to reduce unnecessary footfall onto the In-Patient Unit, all non-nursing/medical staff were asked not to visit the ward, unless it was essential. The volunteers who would usually help in the kitchen were no longer allowed to come onto the ward with the drinks, to bring fresh water, take orders for patient meals or assist with giving out patient meals. Nursing staff had to start looking at things differently and how we could incorporate all the things the volunteers did for us into our working day - don't worry, we didn't forget to feed the patients, we just had to manage our time a little differently!

We have missed not having the volunteers on the ward, they provide such vital help and support. Volunteers have slowly started coming back into the Hospice but we haven't been able to welcome them back to the ward yet.

Visiting guidance

The hardest guidance we had to follow came in April when the rules for visitors changed. General visitors were no longer allowed at the Hospice unless it was felt a patient was in their very last days of life, and then they were only allowed one visitor each day from their immediate family or next of kin.

All visitors had to be met in reception by a member of the nursing team and they are asked to put PPE on before they enter the ward. This limited number of visitors were allowed to spend as much

time as they wanted with their loved one but had to remain in the room with the patient and had to continue wearing the PPE whilst in the room.

For the families who have been unable to visit the Hospice during these times it must have been heart wrenching. For some patients, understandably, the thought of not having visitors was too much and they declined admission. These patients continued to receive support at home from the Community Team and Hospice at Home.

It's been hard not being able to comfort a relative in the ways we normally do. Sometimes we don't have the words to offer, but a hug or gentle touch of a hand can say so much. The ward has been much quieter without visitors. We have not been able to get to know families as well as we usually do, with the majority of our contact taking place over the phone. The nursing and medical staff have given daily updates to families who have not been able to visit.

Patients and families have been able to use tablets and phones to video call each other, either by using their own phones or by using an iPad that was kindly donated to Springhill. We were fortunate to receive some Comfort Pebbles, which allowed relatives to leave a loving message for a patient in our care. Springhill Crafts also helped by crocheting sets of hearts, with one heart staying with the patient at the Hospice and the matching heart being taken by their loved family member. Whilst nothing compares to being able to see and hold someone close having a pebble or heart to hold has brought some comfort.

It has not been an easy year, we have faced many challenges and changed how we care for our patients, but what has not changed is the Hospice

philosophy. We have still delivered and maintained high standards, maintained independence and dignity, offered advice and support and respected cultural, religious and personal beliefs - we have just done it in different ways to how we may have done previously.

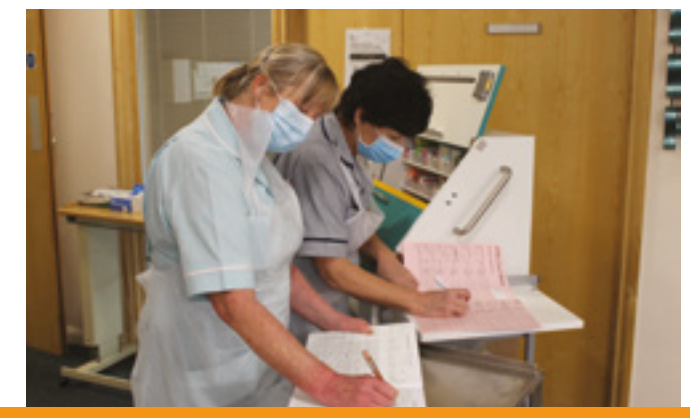
We have remained strong as a team and this has helped us get through. Without the hard work and support of the team who knows what would have happened. Thank you everyone for your continuing hard work and support through a difficult year. I have felt safe working in this environment during this time and that is down to the Hospice following guidance. It hasn't been easy but it has been safe.

It's not all been doom and gloom. The staff have still managed to laugh and keep staff morale up. Salma Karamat was able to continue with her studies and is now an assistant practitioner. Nikita Birchall has also been able to continue with her studies and has gone into her second year as a trainee nursing associate and Michelle Whinn has just started her trainee nursing associate training.

We are also delighted to congratulate Jenna, who welcomed the safe arrival of her baby boy in August.

It is hard to plan for 2021 because we do not know what is in store for us, but what I do know is that we will continue to uphold the Hospice philosophy and ensure we work in line with safety guidance, doing whatever we need to do to enable us to care and keep our patients safe.

Ann Gray
Ward Manager



ROCHDALE'S 'DIAMOND JOHN' SPREADS JOY ALL YEAR ROUND

Rochdale's singing jeweller, John Alexander, from J&D Alexander on The Walk, has brightened the lives of hundreds of people across the borough with his singing and endless contributions. Pictured below are just a handful of the people, charities and organisations John has supported over the past twelve months.

Over the years, John has helped a wide range of charities throughout the Rochdale borough, particularly Springhill Hospice, Moorland Children's Home, Rochdale Foodbank, and the Samantha Smith Appeal.

Most recently, he purchased an original artwork of Sir Captain Tom Moore, by Manchester artist Lisa Haselden, and is now selling limited edition prints of the painting to raise much-needed funds for local charities.

John, who has owned the shop since 2002, and is also an active member of Rochdale District Freemasons, was named Man of Rochdale in 2018 due to his generosity and extraordinary fundraising efforts.



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Psychological and Supportive Care



I have had the immense pleasure of volunteering and working at Springhill Hospice for over 10 years now. I trained to be a counsellor after many years in nursing and was lucky enough to be recruited by Alison Hepworth as the first student counsellor here at Springhill Hospice in 2009.

Alison was a first-class mentor and an exceptional manager. Alison retired in January this year and I proudly took over at the helm as Psychological and Supportive Care Manager; a long title but, essentially, I manage the Counselling and Bereavement Service and the Day Hospice Service.

Our Spiritual and Pastoral Care Coordinator, Ali Oxborrow, also left us for pastures new in January, and we were about to appoint someone when the pandemic hit. However, we are very grateful to our volunteer Reverend Anne Gilbert who is always available to support our patients.

Springhill Hospice counselling service offers counselling to adult patients who

are affected by a life limiting illness, and to their loved ones. We work closely with our In-Patient Unit, Day Therapy Service and Community Team.

Springhill Hospice bereavement service offers support to any adult who has lost a loved one at the Hospice. We also receive funding from Heywood, Middleton and Rochdale Clinical Commissioning Group (CCG) to provide bereavement counselling and support for any adult in the borough who has experienced any type of loss.

We currently have a team of six part-time paid counsellors and one volunteer counsellor, Niall. Our team has extensive knowledge, skills and experience of working with patients and their families and in working with grief and loss. We are also supported by a team of dedicated volunteers who are both essential and invaluable to our service. We usually offer one or two student counsellor placements, but this year, due to restrictions because of the coronavirus pandemic, we have sadly been unable to do so for the first time since 2009.

Our team provides one to one counselling and group support. Over the years, we have developed weekly and monthly support groups, social groups, wellbeing days, ecotherapy groups and a grief workshop to meet differing individual needs.

This year, one of our key achievements as a service has been the successful annual renewal of our service accreditation by the British Association for Counselling and Psychotherapy (BACP). BACP accredited services demonstrate a high quality of service delivery, meeting benchmark standards that are maintained by annual assessment. All our counsellors are registered with the BACP, two of us are senior accredited and this year we're delighted to extend our congratulations to Ruth Young who gained her individual accreditation along with a promotion to deputy manager.

It has been a really challenging time since the beginning of the coronavirus pandemic. Following the Government lockdown in March we suspended all face to face and group sessions.

We miss seeing our clients and we miss our volunteers too.

We know this has been an incredibly difficult period for our patients and their families and our clients, especially at a time when support is probably even more needed, with many losses and the added difficulties of social distancing and shielding, of isolation and loneliness. We need human contact and we need human touch.

Our team has had to adapt quickly to change how we deliver our sessions. We have responded to an increase in the use of technology and had to upskill our IT capabilities, and learn new ways of working. Our counsellor, Beckie Valentine, has been our IT expert and pioneer in videoconferencing. It has been costly, at a time when our funding has been severely reduced, and we have had to purchase new essential equipment including phones, headsets and laptops to be able to deliver our services in a way that is safe and accessible to our patients and clients.

Following BACP guidelines, all our counsellors completed their primer training and switched to telephone and videoconference sessions with those clients who wished to and were able to do so. We undertake all of our video conferencing through a secure NHS platform. We felt much trepidation at first, as this was a new way of working even for experienced counsellors. However, with very positive feedback from our clients, we now feel comfortable and confident that we are providing an excellent service. Most clients have told us it is more convenient from the comfort of their own homes and just as effective.

We then resumed our weekly bereavement support group virtually, and plan to virtually resume our two monthly groups for those bereaved by suicide and the loss of a child. Joanne Maxwell, our Specialist Bereavement Counsellor, has been instrumental in developing these. Finally, we hope to develop our social groups virtually with support from our volunteers who are online.

In March we also had to suspend our bereavement service to new referrals for those not known to the Hospice, as our waiting time had grown significantly. We are currently working with the CCG to reduce our waiting time and to further develop our service. We very much hope we will be able to reopen as soon as we have sufficient staff in post for us to respond appropriately.

I am very proud to say that we have been asked to deliver bereavement training to other local services and to share our knowledge and our programs with other Hospice teams. We are fortunate to have ex-teacher Sally Clouston who will bring many skills from her previous profession.

We know that honouring your loved one is important. We normally hold remembrance services every two months for patients who have died in our care, but sadly these services have also had to be suspended.

Looking to 2021, we plan to continue to offer both telephone and video conference counselling in addition to our face to face sessions, when we can safely resume them. All our counsellors have either completed, or are undergoing, 80 hours of further training

in Online and Telephone Counselling as recommended by the BACP. Following this training, Beckie and our Counsellor, Tracy Lawless, have ensured we are practising ethically and meeting data protection requirements, and they have vastly contributed to our necessary new counselling documentation.

We also plan to develop our model of bereavement support even further. We are developing a rolling therapeutic grief group programme to be delivered to 6-8 people. We would like to engage a team of bereavement support volunteers to work both one-to-one and in groups with our clients. We offer full training to our volunteers. When we are able to safely offer face to face sessions, we hope to restart all our groups again and to recommence work from GP practices across the borough to make counselling more accessible. We would really like to offer alternative therapies such as walking therapy, art therapy and hypnotherapy in order to meet a wider range of needs. However, this would be dependent on funding in order to train our counsellors.

I am extremely proud of Springhill Hospice counselling team and in awe of their skills, resilience and dedication. I very much look forward to the next year (and a vaccine)!

Jill Wilson

Psychological and Supportive Care Manager



Family Stories

Joanna Clare

"This is my beautiful mother, Maria Christine Poole who passed away at the Hospice in August 1998, when I was 12. She was intelligent, funny and so caring. She was also a nurse and so even when dealing with cancer I feel she knew the quality of care Springhill would give her in her final days. The level of care, class and grace shown to my beautiful mother even as a child was plain to see. She always looked immaculate and the nurses were so kind. I carry with me the fact that she always looked like her, and the nurses treated her with such beautiful care and dignity like she deserved. We were encouraged to be by her side and those moments I have cherished throughout my life. Springhill Hospice is an amazing place. My beautiful mother has six grandchildren who know

her, ask about her and talk about her. We will never, ever forget her and will all continue to make her proud. Thank you Springhill for being such a wonderful place."



Louise Lewis

"I joined the Hospice Lottery in January 2018. My mum passed away in Springhill in January 2019 and I saw, first-hand, what a wonderful place it is. The care from all the staff was amazing not only for my mum but also us, her family. Nothing was too much trouble. The Hospice now holds a very special place in my heart so I knew I wanted to do something to help. I was lucky enough to win the weekly Springhill Lottery - when I received my cheque to say that I had won in the draw I immediately contacted the Hospice to donate my winnings back to them. Keeping the Hospice running is extremely hard, and with the current situation this must be even more difficult. Returning my cheque was the natural thing for me to do to help this amazing place."

We, as a family, can never thank Springhill enough for the love, care and support given to my Mum and us. We will continue to support Springhill and donate to the Hospice in memory of my mum, Christine."



Image: Louise (left) and mum, Christine (right)



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Day Hospice

You may recall from previous Annual Reviews that our Day Hospice is normally a hive of bustling activity from Monday to Thursday, when it opens its doors to a maximum of 16 patients who have a life-limiting, palliative illnesses.

An individualised, patient-centred, holistic approach is utilised to provide physical, psychological, emotional and spiritual support. Sounds of chatter and laughter can often be heard as patients take part in the therapies on offer such as creative therapies, complementary therapies, hair and beauty treatments and group sessions. Support, such as counselling, spiritual care and symptom control are also provided. The Day Hospice team could not maintain its high level of care without the invaluable support of an enthusiastic group of volunteers and the wider Hospice multi-disciplinary team.

At the end of 2019, and beginning of 2020, our psychological and supportive care manager, Alison Hepworth, senior staff nurse, Debra Johnson, and nursing assistant, Lynne McOwen,

all retired. This meant other changes were on the horizon, including my promotion to senior staff nurse and Jill Wilson's promotion to the role of psychological and supportive care manager. We also took this opportunity to develop new ideas to be incorporated within the Day Hospice service, including a therapeutic self-management supportive group programme to help patients manage common symptoms. The principle idea being that these self-management strategies can be utilised earlier in a patient's disease process, allowing them to have a better quality of life.

“Research and experience has shown that if patients develop the knowledge and skills to manage their own symptoms, then better clinical outcomes are achieved.”

It was with a heavy heart that, when the coronavirus pandemic hit, the decision was made to close our face to face Day Hospice service in order to maintain our patients' safety. We immediately began regular telephone support with our patients, but as time went on it became apparent that new ways of providing support needed to be considered. A programme of virtual well-being activities was developed and a pilot scheme launched. This incorporates activities such as arm-chair exercises, hand massage and exercises, relaxation, quizzes, prayer and talk sessions, arts and crafts and gardening tips and advice. Our virtual sessions have been facilitated by our creative therapist, Anwen Thomas, and nursing assistant, Jean Cockcroft. Support is also provided by our volunteer chaplain, Reverend Anne Gilbert, and head gardener, Nick Dent. We have already received positive feedback about this new initiative.

Lockdown also provided us with a good opportunity to begin developing the self-management supportive group programme for the future, with plans for

these to be facilitated virtually or with one to one telephone support, dependent on the needs and abilities of our patients. Nursing Assistant, Jean Cockcroft, and I have been working hard to develop these groups, which will incorporate strategies to help manage symptoms such as fatigue, anxiety, breathlessness, sleep problems, gastrointestinal disorders and pain, and to teach patients about falls prevention and the importance of staying active.

The vision for the future is to re-open our Day Hospice service to patients when it is safe to do so. We plan to incorporate our newly developed self-management support groups alongside our other day therapies. As part of the development of our Day Hospice service we are also working on plans to launch carer support groups, a dementia group/cafe and separate men's and women's groups.

We wholeheartedly look forward to the time when we can welcome back our patients and wonderful volunteers.

Tricia Suthers

Senior Staff Nurse



Graham Poole

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An Interview with Diane Bannister Specialist Palliative Care Nurse

Diane is a perfect example of a specialist palliative care nurse who has done everything she can to provide as much care to her patients during the difficult times that have affected us all. Diane joined the Hospice shortly after our Community Service began almost 6 years ago. She has been dedicated to maintaining the vital line of contact with each of her patients during the pandemic.

My role as a specialist palliative care nurse

The whole process starts when a patient is referred to the team by their local healthcare professional and, at that point, it's all about gathering a variety of information about the patient so that we can visit them and assess their physical, psychological, emotional and, of course, their palliative needs so that we can create a care plan to allow them to be where they want to be. I'm just one member of a larger team who visits patients and makes sure that all their needs are being accounted for so we can support them and their families.

Why I work for Springhill Hospice

I've worked in hospices all around the country for most of my nursing career, as well as some time working in a hospice in Central America. Before taking up my role at Springhill, I had worked at another local hospice, working as part of their Hospice at Home team. I wanted to take that step up and find a more challenging role and that opportunity came up at Springhill Hospice.

It felt like the right place when I came to Springhill.

How Covid-19 has affected my role

Initially when the first lockdown happened, we were in a position where we had to telephone as many patients as we could and perform the assessments we would normally be doing in person over the telephone. Before the pandemic we would do these assessments face to face in our patients' own homes. Even now, with the current restrictions in place, we have to try and contact people over the phone to protect our patients, colleagues and volunteers.

The entire team at Springhill is doing everything possible to reduce the chance of infection by reducing unnecessary footfall. This is happening in the Hospice and, as a team, we are trying to do the same in terms of visiting patients at home. It can be quite difficult because there's nothing like being face to face with someone, especially when you're trying to assess their needs. It's difficult not being able to see the little things like people's expressions, especially when we are asking questions regarding their prognosis, or any worries they have about their future. We're still doing everything we can to maintain contact with as many of our patients as possible and provide as much support and care as we can.

The only other major thing that we've had to change is that when we do go out and make necessary visits to patients, we need to ensure that we

comply with safety guidelines. We can only allow one member of their family to be with them whilst we are there. Sometimes this can be hard because of the nature of some of the conversations we have to have. It can also be difficult when an elderly patient is accompanied by their spouse, but often they also need their children there to properly absorb the information that we provide to them, but right now this isn't possible. I see this as a very hard thing because obviously this a huge family matter, and can be a very emotional time, and it can be difficult to restrict that.

At the end of the day a lot of things have changed, ranging from having to wear PPE to having more IT support so we can communicate with local doctors and nurses. There has been a lot of practical changes but we continue trying to provide the same services that we always have to the best of our ability.

What Springhill means to me

For me, Springhill allows me to be a nurse and give as much as possible every day to help people. I work hard to do a good job so that people can rely on me and the team. It's a place where I feel like I can do a really thorough job when caring for patients and their families and supporting them with whatever they need. I feel that after everything I do each day, I can go home satisfied knowing that I've done my best and that I'm in a place where I can provide excellent care to my patients.

Community Team



The Community Team is passionate about the care that it provides to support patients deemed to be in the last 12 months of their lives in their own homes or the residence of their choice.

The past year has been a very challenging time for the Community Service as we have been constantly adapting to change as the current pandemic has unfolded. At the beginning of the pandemic each day brought new guidance and advice, which we were constantly reviewing and learning from. Communicating the constant changes to the staff in the Community Team was extremely challenging and, at times, exhausting for everyone.

We were all unsure of how the pandemic was going to evolve as the advice and guidance was changing all the time. We needed to continue to run a service to support the patients and families in our care and we also needed to support the staff with the anxieties and concerns they had regarding a virus we knew very little about.

We have approached each day with the same aim; to do the best that we can to provide services of the highest standard to care for patients and their families, as we have been trained to do.

As well as coping with these new challenges at work, staff also had worries about families at home and what the future would bring. It was very important

that we supported and listened to any concerns or anxieties. We did not always have the answers as it was a situation the Hospice had never faced before.

Where possible staff in the Hospice were encouraged to work from home, if their role allowed, but this was not possible for most of the Community Team as their role is supporting patients in their home or their place of residence.

Each day we have adapted to changing the staff rota to ensure we are carrying out a safe, and high, standard of service as we were unable to predict who would have to self-isolate at short notice. The whole team has been incredibly supportive in taking a more flexible approach to their work and taking on different roles.

Another challenge was the office space, as a result of the introduction of social distancing. The Hospice at Home Team is working separately from the ward to reduce the risk of infection and some of the Community Team are working from our education suite, allowing them to have their own dedicated desks, rather than hot desking as we would have done prior to coronavirus.

A big challenge for everyone within the team has been the impact of social distancing and the wearing of PPE, especially when having difficult conversations with patients and their families. The wearing of a mask causes all sorts of barriers and challenges.

Communication can be difficult for some elderly patients or patients with impaired hearing or sight difficulties.

The care that we give involves the most basic display of human compassion. We have been unable to comfort patients and families during difficult times, unable to touch or comfort them in times of despair and distress, unable to sit and hold someone's hand or hug them when they need it the most.

At the start of the pandemic the specialist palliative care nurses, palliative care assistant practitioners, physiotherapists and counsellor changed their working practice. In order to reduce footfall in the homes of our patients, protecting both our patients and staff, we started to assess all new patients and to support current patients by telephone and only to undertake a face to face visit if there was an urgent need.

The team found this extremely difficult as their role is very holistic and dependent on a thorough assessment - so much more can be learnt by sitting and listening to the patient and speaking to them face to face.

As the weeks went by the referrals to the Community Service and telephone calls from the existing patients in our care started to increase. Patients were experiencing more complex, physical and psychological symptoms from a greater disease burden.

This was as a result of GPs doing fewer face to face visits. They had been advised to find the most appropriate professional to review their patients at home to reduce footfall in the patient's home. Some hospital appointments and treatments had been suspended and, where they were still running, the patient had to attend their appointment alone. Some patients have also not wanted a Hospice admission due to changes to visiting as a result of the pandemic and have chosen to remain at home. This resulted in the need for a greater number of visits from the Community Team. The team are liaising closely with the district nursing leads via monthly conference calls. This has provided support for both teams during this very challenging time.

The Community Team is provided with full PPE and the patient and their family are asked screening questions prior to the visit. The wearing of PPE became standard practice at all visits to protect both patients and staff. Only one person is able to be present with the patient during the visit, this is to minimise footfall to protect both our patients and staff. The team has found it difficult to limit the presence of one family member during visits, especially when someone is in the last few days/hours of their life. It is not how we are used to providing palliative or Hospice care.

The night sitting service has continued to support patients and their families during 2020, despite the pandemic. They have sat with patients for up to

10 hours wearing full PPE, to ensure nobody is alone.

The Community Volunteer Service has been affected by the pandemic with visits now unable to take place. Plans to increase and develop the service are currently on hold due to the impact of Covid-19. A number of the volunteers have maintained contact via telephone to continue to support the patients and this has been very much appreciated.

During 2020 we have been delighted to welcome associate specialist palliative care nurse Claire Tallantyre to the team. We also welcomed Nicola Heppenstall and Lesley Campbell, who have joined the team as specialist palliative care nurses. Ruth Young is also supporting the team as community counsellor, providing much needed psychological and spiritual care and comfort to patients and families in the community. Kerry Johnson, our medical secretary, welcomed the arrival of a beautiful baby boy and is currently on maternity leave, with Jackie Hughes providing maternity cover. Finally, Simone Chadwick has been promoted to specialist palliative care nurse. In 2020 we wished Vera Marshall a very happy retirement. Vera had been a member of the Community Team since the service was launched in 2014.

We are immensely proud of the way the team has worked and supported each other during these difficult months. In June, we were proud to have received the High Sheriff Special Recognition Award for our outstanding activity and contribution to the Community.

We have welcomed the kind messages and support from the Trustees and our Chief Executive who has worked tirelessly to provide us with all the information and guidance needed to keep all the staff and the patients and families under our care safe.

As we look forward to next year, we are trying to take forward some of the learnings from 2020. Three specialist palliative care nurses are currently able to prescribe certain medications for patients in the community which provides great benefits to the care we can provide. The nurses who are able to prescribe can issue prescriptions in the patient's home during the visit. This allows patients faster access to medications and support with symptom management, especially for patients who are in the last days of their lives, when symptoms can change quickly. We are also supporting a further three specialist palliative care nurses to undertake their non - medical prescribing over the next year.

We will continue to work alongside other care services within the Hospice to provide the best possible care to the people of Heywood, Middleton and Rochdale. We will continue to care and be kind to each other and strive to keep each other safe.

Louvain Birchenough and Laura Shaw

Specialist Palliative Community Team





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Education

Well hasn't this year been different! It has certainly made the Education Team think about every aspect of training. In January, we had a new team member join us to help with delivering sessions.

Pauline has a great deal of experience in palliative care, and we are very pleased that she has joined the team and is proving to be a great asset. Unfortunately, Claire has left the team to return to clinical practice as a specialist palliative care nurse. Whilst we will miss her from the Education Team, I am sure she will be marvellous in her new role and we look forward to welcoming a new team member.

In 2020, we were very honoured to receive the Skills for Care Award for the most innovative training. We travelled down to London to receive the prestigious award from Anton du Beke. In order to win this award we had to go through a rigorous

assessment and in-depth interview by the Skills for Care Team. Skills for Care work closely with Health Education England and only endorse providers that have achieved a high quality of training, and so we were thrilled to receive an award when there were so many large companies nominated.

Within the first few months of 2020 we had to cancel all the education sessions we had planned, as we could no longer deliver face to face sessions. Our much looked forward to celebration event, where everyone who has completed the Springhill Palliative Care Education Passport training receive their certificates and passports from the Mayor of Rochdale, also had to be cancelled. Initially I returned to clinical practice, going out to patients as part of the Hospice at Home Team, and felt incredibly privileged to be able to support patients and their families at such a private and personal time.

When it became clear that this crisis was not going to be over quickly, the classroom was converted into a large office so that the Community nurses could work safely. Pauline and I worked from home, as per government instructions, and so we set about converting our training to online versions, which has been a steep learning curve for us; looking at different platforms to deliver the training, changing the workbooks and making sure the training is interactive and online friendly.

Our learners are all in health and social care, including district nurses, care home staff as well as GPs and practice staff, and the impact of coronavirus on all of these organisations has been immense. Constantly changing rules and guidance, greater workload and greater anxieties throughout their working day has meant that education had to be reduced. However, this gave us the time to plan and prepare for online training which we started in July. Initially, the numbers



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2020



attending were very low because of their workloads although, by October, we were starting to see the normal numbers we would have had in the classroom.

We are now running the passport training in full. We did worry about the intimacy required when we are carrying out role play for communication skills. However, this is very manageable and observers are still able to become engrossed in the role play and gain benefit from it. There have been, and still are, issues with the technology, but we are learning all the time. The biggest issue has been around the learners having access to devices to join the training, due to a shortage of supply from the Clinical Commissioning Group (CCG). More recently, together with the Hospice Doctors, we have commenced specialist training for GPs and advanced practitioners, including BARDOC. Within this we are able to share knowledge, resources and discuss complex cases.

In August, we received the amazing news that we had won a Princess Royal Training Award for the work that we do and, in October, we were informed that we had won another Princess Royal Award for equality, diversity and inclusion. This was for the work we have been undertaking with local support and community groups, promoting the work we do at the Hospice and to encourage people to talk about what might be important to them in the last years, months and weeks of life.

Additionally, when we deliver training, we ensure that we support learners of all academic abilities and provide extra support when required. Unfortunately,

there are no plans in place as to when we will receive the award from Princess Anne. This is quite understandable, but will be something to look forward to in the future.

The education world has changed enormously. We cannot deliver face to face training within the Hospice grounds, as this would increase the risk of infection with additional people coming into the Hospice, and this looks likely to be the case for some time. As a result, we are starting to look at ways of increasing the number of sessions we deliver and providing additional, more specific sessions relating to learning disabilities, dementia, and non-cancer illnesses. We would normally be going out to care homes, offering support and more ad-hoc education when situations arise. Again, this has had to stop as attendance to care homes is now restricted, but we are providing 'care calls' where we contact the home offering support and guidance when we can. We are always available to contact by email and we attend the online care home meetings hosted by adult care.

In addition to the training we deliver we are also involved with developing future services and strategies through involvement with the Greater Manchester and Eastern Cheshire Strategic Clinical Network, looking at ways to improve and develop palliative care provision. This involves looking at models and pathways to improve care and identifying educational needs to provide this care. We have been working with St Ann's Hospice and Dementia United to develop a North West training session to highlight the need for early referral to palliative care services for those with

a dementia diagnosis and we hope to be delivering these sessions from November. We have also been successful in securing some funding from Hospice UK to provide the Hospice with additional resources and bespoke Day Hospice sessions for patients with dementia and their carers. Unfortunately, this has had to be put on hold, but we are getting everything ready for when Day Hospice re-opens. Some of the resources will be still be able to be used on the ward, such as sensory lighting which will create a calming atmosphere and benefit anyone admitted with cognitive difficulties.

Thinking about the future, it is a little unknown at present as to when we can restart face to face sessions. In the meantime, we will continue to expand the online training and offering support to all health and social care professionals in the borough.

“ We hope we can soon go out to community and support groups and spread the word about Hospice care, but most of all we hope that everyone can stay safe. ”

Jane Ashworth

Specialist Palliative Care Education Lead



An Interview with Joan King Kitchen Volunteer

Joan is one of Springhill's fantastic kitchen volunteers. Joan has volunteered in the kitchen for almost 5 years and has become known for her invaluable high spirits that she passes on to everyone she meets.

Why did you first start volunteering at Springhill?

I lost my husband 6 years ago and, whilst he didn't spend time in the Hospice, we did have some support from Springhill a few weeks before I lost him. Springhill got in touch to ask if we could get him up to see Dr Pick, which we managed to do. He was so helpful and did loads of tests to help my husband. Dr Pick is a truly lovely man and seemed to really care. Once I had lost my husband, I started to bring donations into Springhill. Dr Pick continued to show his concern for me whenever he saw me. Once six months had passed, I felt that I needed to do something and get out and about - I was alone and fully retired. One day I was out with one of my friends at the Craven Tea Rooms and enquired about how I could become a volunteer at the Hospice, and the rest is history!

How easy was it for you to begin volunteering at the Hospice?

Once I asked at the Craven about how to become a volunteer, they put me in touch with the Volunteer Coordinator, Gill Kenny. Gill invited me into the Hospice for a chat to talk about what

role I might like to do as a volunteer. Initially I was interested in volunteering at the Craven Tea Rooms. However, when I met with Gill, we discussed volunteering at the main Hospice site.

“At first, I didn't know how I would react to volunteering at the Hospice, being around the poorly patients and their families, but after a short while I fell in love with it.”

Being able to choose how much time I wanted to spend volunteering each week really helped and, after I started, I actually ended up calling in to see whether there were more shifts available.

How has Coronavirus affected your role as a volunteer working in the kitchens?

It's a bit different now because it's so quiet. I used to love going around the Hospice and speaking to the patients and seeing what their life was like and them asking me about what my life was like. I do miss that interaction with them but, considering the circumstances, I'm more than

willing to just come in and do what I've always done, like washing up and keeping things clean so everyone can stay safe.

When we first went into lockdown I had to stop volunteering as I had to shield, and my family thought it was best if I wasn't in the Hospice. I was away from the Hospice for about 4 months, but I was keen to come back because I missed people and being around my little Hospice family - we all get on so well. In fact, we get on so well that they all treat me like the boss in the kitchen!

I think I felt like I needed to come back to help because Coronavirus isn't going away anytime soon and we all need to pull together and get our acts straight if we're going to beat this.

What does being a volunteer at Springhill mean to you?

I feel like I'm doing some good by helping the people at Springhill, which in its own way is allowing me to help myself because I get great joy from being here. I'll be glad when this virus blows over so I can get back to what I do best, which is going up and down the ward and speaking to everyone. I feel like I'm giving something back to Springhill but I'm also gaining something at the same time which is why I have continued to volunteer here for the last few years.

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Finance

The Finance Team faced new challenges at the end of this financial year. We lost some of our volunteers due to the restrictions imposed because of the pandemic and the need for team members to work from home where possible.

The finance volunteers provide a huge amount of support to the Hospice, recording and banking our income and assisting with other finance duties as required and I would like to take this opportunity to thank them for their continued work and gracious support of the Hospice.

For the 2019/20 financial year the Hospice is pleased to report a surplus before investments of £12,211. Last year our surplus was £340,694. Our legacy income was substantially lower this year, at £256,573, than in the previous year, at £815,146. We continue to be extremely grateful to those supporters who remember us in their will. This income stream is very hard to predict, and can vary from year to year, which makes planning difficult and creates a need for us to be cautious in our expenditure and budgeting.

Donations and fundraising income increased in the 19/20 financial year. We held a special appeal, Comfort for All, to purchase equipment to provide extra comfort to our patients. This appeal successfully raised over £46,000 and our patients are now enjoying new chairs, beds, mattresses and bedside tables.

We received a welcome additional Government grant of £109,000 in the 19/20 financial year as part of their pledge to support hospice care.

We continue to receive support from our trading subsidiaries. The retail company turnover fell this year and, sadly, we had to close two of our outlets. However, support from the Government in respect of coronavirus retail and hospitality grants have increased the company's total income for the year. Lottery income has increased slightly and we are constantly looking at options to further grow this income.

The trustees have maintained the designated reserve of £1.1million for property refurbishment and development, ensuring that the Hospice has the resources to carry out any required works on property and that they remain fit for purpose. coronavirus has brought further challenges around the use of our facilities and uncertainties around the services we provide. This reserve will enable us to explore the best use of our facilities in the future.

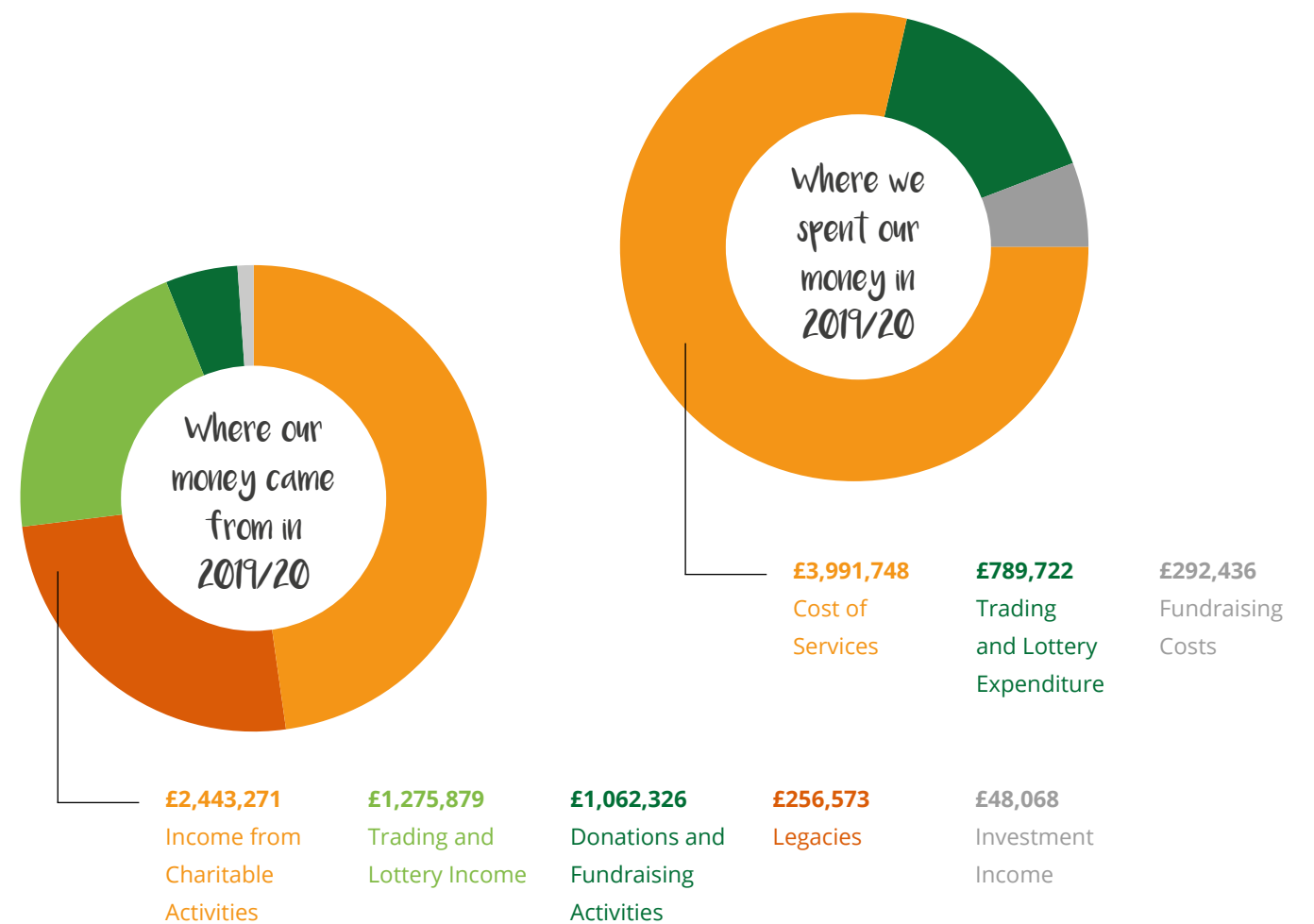
Springhill's community service contract is due for renewal in March 2021. The Specialist Palliative Community Team provides support to patients in their own homes. The team includes a community doctor, specialist palliative care nurses, assistant practitioner, physiotherapist, night sitters and counsellor.

With the support of the CCG and our generous donors the Hospice was able to continue to provide its vital services to the local people of Rochdale, Heywood and Middleton.

Jeannette Caddick
Finance Manager

Income 2019-20	Total (£)
Investment Income	48,068
Donations and Fundraising Activities	1,062,326
Legacies	256,573
Income from Charitable Activities	2,443,271
Trading and Lottery Company Income	1,275,879
	5,086,117

Expenditure 2019-20	Total (£)
Cost of Services	3,991,748
Fundraising Costs	292,436
Trading & Lottery Expenditure	789,722
	5,073,906



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Fundraising

With lockdowns, social distancing and a pandemic this year has been a unique one and, with no sign of it letting up, we've had time to reflect, re-adjust and re-think the way we do things.

Working practices

2020 has been a year of firsts for us, including the mass acquisition of laptops to enable the team to be able to work from home, configuring remote access to our voicemail services, running virtual meetings and not having face to face contact with our colleagues, volunteers and supporters. When the Government advised staff to work from home where possible we worked hard to ensure the team could do this. We also had to ensure that those who remained in the office, to access databases and paperwork, had a safe environment to work in. This included a very skeletal structure in the office and the provision of individual office space and PPE.

Fundraising Volunteers

With the pandemic and lockdown came the Hospice's move to mobilise working from home and reducing footfall across the Hospice to protect patients, staff, volunteers and supporters. This meant we had to say a temporary goodbye to our volunteers. Our volunteers provide

such vital help and support to the Fundraising Team. We have really missed having them around. Although the office has been quieter without them, for us, this isn't how the fundraising office should be. We're used to, and love, the busy office filled with the laughter and the variety each day brings and our volunteers play an important part in this.

Income Streams

Events and Campaigns

With the onset of lockdown we reviewed our events calendar with the hope of postponing our fundraising activities into late Summer or Autumn. It soon became apparent that coronavirus had different plans and was settling in for the remainder of the year. Our plans for postponing events soon turned to how we could adapt them, moving them to a virtual platform and having to make the difficult decision to cancel a number of our firm favourites.

A number of our campaigns have been able to go ahead, albeit in a slightly different, re-imagined format than usual. Our Sunflower Appeal, Light up a Life and Make A Will Fortnight have continued to raise vital funds and shown the care and commitment you, our supporters, have for Springhill whilst also remembering

your loved ones. At the time of writing we are also excited to be launching our virtual Santa Dash or Dawdle and hope that this is something the borough can get involved with, from the safety of their own homes or local neighbourhood, whilst adhering to Government guidance surrounding the pandemic.

With the cancellation of the majority of our annual events in 2020 we had time to reflect and see where we could introduce new activities into our fundraising calendar. We have introduced new events and campaigns from Donate Your Commute, Letters from Santa, Christmas Tree Recycling and our very own Reindeer Run.

Corporate Support

Our fantastic community of corporate supporters continued to show their commitment to the provision of care at Springhill Hospice. As we struggled to secure PPE provisions in the early days of the pandemic our corporate supporters answered our calls and delivered PPE supplies, amongst other donations to provide financial and non-financial support to help our patients and staff.

Whilst the pandemic has had a devastating effect on businesses across the borough, and further afield, we have



been overwhelmed by the continued support we have received from our corporate supporters.

Our Business Buddies have continued their regular networking meetings and we launched our first virtual Big Breakfast meeting in November.

Community Support

Each year our supporters go from strength to strength. We are so proud of our local community and the wonderful lengths supporters go to, to raise vital funds for Springhill. This support hasn't wavered through the pandemic and we've been so humbled by this and the new and creative ways supporters have

found to continue their fundraising plans. Birthdays and special anniversaries have been celebrated through Facebook Fundraisers with donations requested instead of presents and with activities from runs, raffles and Rochdale's Got Talent to bike rides, head shaves and cake sales you, our supporters, have made 2020 a year to remember for the right reasons.

In addition to our own virtual events and campaigns such as the London Marathon 2.6 Challenge and Sofa to Summit, it was a welcome boost when our Yorkshire Three Peaks challenge was able to go ahead this summer with over 20 people taking part. Our 2021/22 Challenge

Programme will build on this with plans for both home and abroad.

Online fundraising

In 2020 we have seen a huge shift, with more people choosing to support charities via online platforms and understandably reduce face to face contact throughout the pandemic.

Springhill Hospice utilises Just Giving, Virgin Money Giving and the Paypal Giving Fund to allow supporters to raise sponsor money, including Gift Aid, online.

Many supporters also make use of Facebook Fundraisers to celebrate their birthdays, anniversaries and other occasions in addition to using this as a way to raise funds for, or donate to, Springhill.

During 2020 we also updated the payment platform we use to accept donations on our website to ensure this conformed with compliance standards and to ensure the seamless provision of card payment facilities online.

Trusts

Last year we identified that we wanted to diversify some of our income streams. Trust and Foundation income was one of

the areas in which we wanted to increase our activity. Supported by Pebblebeach Fundraising Ltd, we have started our journey to identify a rolling programme of clinical projects that would merit Trust applications to support their success. During the 2020 calendar year the grants we have received include:

- **£23,000** from The Morrisons Foundation to fund a new bath, hoist, 3 x beds, a mattress and drugs trolley
- **£3,600.48** from the Co-op Local Community Fund for equipment on our In Patient Unit
- **£9,950.17** from eBay
- **5,000 Euros** from The Belron Ronnie Lubner Charitable Foundation
- **£1,880** from The Masonic Charitable Foundation's Core Hospice Grant Programme

Our dedicated volunteers

We have a number of dedicated groups of people who help to fundraise for Springhill on a regular basis:

Our wonderful support groups including The Friends of Springhill Hospice at Home, Whitworth Support Group and Springhill Crafts who have continued to rally to raise funds for Springhill.

The pandemic lockdowns meant our collecting pots were sat on counters and shelves in closed shops for months. We were delighted that as shops started to reopen, our Collecting Pot host shops got in touch to have their pots emptied ready to start collecting your loose change again. We have a fantastic group of collecting pot volunteers who help to empty and replace our collecting pots across the borough.

Our volunteer calendar committee are usually a very hands-on, active group, from preparing and selecting the

photographs to be featured in the annual calendar to organising the calendar launch event and facilitating sales across the borough. In 2020, the committee were unable to carry out their usual tasks but they still managed to get involved and support the production of our stunning 2021 calendar.

Thank you

On behalf of the Fundraising Team and everyone at Springhill Hospice I would like to say a huge thank you to each and every one of our supporters. Whether you help by fundraising for us, donating when you can, sharing our news on social media, volunteering for us, shopping with us, playing in our Lottery, or helping in any other way, you are making every moment count for our patients and their families. Simply put, we couldn't continue to provide our services, free of charge, across the borough without your help. This year more than ever your support has not only helped the continuation of care at Springhill but it has also acted as a beacon of hope for us.

Thank you for everything you do to make Springhill Hospice the place it is. We hope that you can continue to help, in any way you can, ensuring the continued provision of care at Springhill through 2021 and into the future.

Future plans

By now we would usually have a clear idea of our fundraising activity for the new calendar year. As I write this, it's difficult to say what our 2021 fundraising calendar will look like!

Key areas for development:

- **With the surge in online activity over recent months we plan to develop our online presence and digital activity, working on our website and social media**
- **Maximising flexible working**



opportunities to ensure that the team can continue to work safely, but also to ensure we are working in the most effective way to raise as much income as possible whilst providing the best possible experience to our supporters

- **Develop new and existing income streams**
- **Launch new in memory products**
- **Continuation of increased trusts activity**
- **Launch regular giving scheme**

With so many unknowns and as we navigate our way through the pandemic, we know we need to remain flexible with our plans so we can continue to adapt to the changes we may face over the coming months. Whatever the next 12 months, and beyond, has in store for us, we will continue to work the hardest we can to generate the income needed to provide the highest standard of care at Springhill Hospice.

Emily Kennedy

Head of Income Generation and Marketing



Contact us

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Family Stories

Stu Buckley

"My beloved late wife, Brenda, was brought into the Hospice on the 11th April 2019. She had been diagnosed with pancreatic cancer and it had spread. She needed end of life care. She was in single room 2, which has a lovely outlook onto the courtyard. Our children were with us on Brenda's admittance. We were welcomed by all. Nothing was any trouble at all to the staff. Brenda, and us as her family, were cared for with dignity. I stayed with Brenda each night, in the armchair by her bed, even though the staff had allocated me a room with a bed and shower. Brenda was affectionately known as BB by all who knew her through our 32 years of marriage, and the staff took that on board and called her BB (except for when she kept trying to take her pyjama top off, then she became "Free the Heywood 2!") The care Springhill showed me was amazing, and the breakfast is to die for!

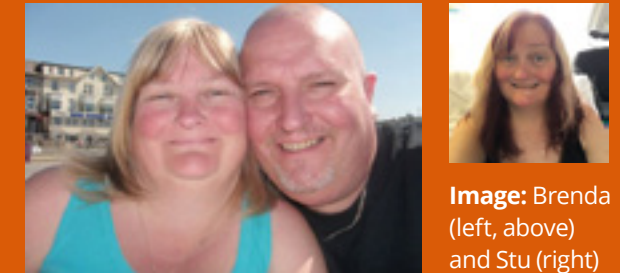


Image: Brenda (left, above) and Stu (right)

Brenda left us on Tuesday 16th April at 8:30 in the morning. She was 52. I miss her every day. Not only did the Hospice care for BB, me, our children and our family members, they also pointed us all in the right direction with advice on where to go next and offered me and our children counselling, if needed. We have returned quite a number of times to different events and Springhill Hospice still feels like home which, for those six days with Brenda, it was. An amazing, beautiful place. Wonderful staff and volunteers. My family and I thank each and every one of you."

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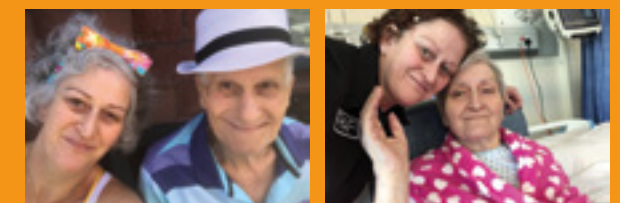
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Michelle Faust

"My story began in June 2017 when my mum, Carol, came to Springhill for care, peace and dignity in what was to be the last few days of her life. We were treated outstandingly, with care and compassion from everyone. The doctors and nurses were absolutely amazing and the attention she got was so heart-warming. I feel very privileged to have received help, care and support from Springhill. The kindness they showed through the most horrendous time of our lives gave me the chance to feel a closeness to my mum that nobody can ever take away from me. The nurses always went above and beyond, in particular Hilda, who offered to collect my dad at the end of her shift so that, as a family, we could say our goodbyes together. Fourteen months after losing my mum, my dad also spent his last couple of days being cared for at Springhill. The nurses truly are angels!

After both of my parents were cared for at Springhill, I decided to support the Hospice as much as I could. It's my way of saying thank you for the way we were looked after. The Sunflower Appeal is especially dear to me. The yellow sunflowers make me smile, brightening up even the greyest of days. When I'm missing mum and dad my sunflower plaques bring me hope and comfort, and I know their love is still around me. I also now have the privilege of working in one of Springhill's Charity Shops, so I know that every penny raised makes a huge difference in continuing the provision of care provided by the Hospice."



Images: Michelle (Left) and Dad (Right), Michelle (Left) and Mum (Right)



Retail

The Retail Team has continued to develop this year and I am pleased to say we have achieved the goals that we had set out in 2019. When I look back at the last twelve months, I am proud of what we have achieved. With team work we have managed to build on our existing success. We have faced a number of challenges, but together we have progressed in many areas and will continue to do so over the next 12 months.

It goes without saying coronavirus has had a huge impact on how we continue to operate our shops and it has taken a substantial amount of time and resources to ensure our shops are, and remain, Covid-safe. Our focus has been on ensuring the safety and wellbeing of our staff, volunteers and, of course, our customers.

In 2019, an extensive review into our retail operation took place and the need for a new till system was identified. Naturally, coronavirus brought its own challenges with implementing this

system. Staff had to undergo training which had to be paused due to the temporary closure of all our shops and retail staff being furloughed in the Spring.

Not one for letting these hurdles stop us – we continued vital preparatory work remotely during lockdown, allowing us to successfully roll out the new till system across our shops as they reopened. The new till system allows us to streamline our processes, which has become more important during the current situation. Alongside the new till system our customers now have the option to pay for purchases via card.

“During the roll out of our new till systems we took the opportunity to review a number of working procedures and policies across our shops.”

In last year’s review, we announced the planned rollout of Gift Aid across our remaining shops. This has continued to be a key focus in 2020 and, although it was delayed with the initial spring lockdown and second winter lockdown, we are pleased to have made significant progress with rolling Gift Aid out across our shops.

In response to coronavirus, we implemented a number of changes across our shops including the installation of sneeze guards around our till areas, hand sanitisation stations, reduced number of customers and installed signage which explains the procedures we have in place.

Due to rigorous cleaning schedules and more complex donation processes now in place, we unfortunately had to reduce the opening times of our shops. This is something we hope we can review and extend in the future, as restrictions are relaxed.

The support of our local community never fails to amaze me and this year has been no exception. The Emporium received 202 bags of your pre-loved items on the first day we reopened in the summer. This did not come without challenges. In order to ensure the safety of everyone, we had to change how we accept and process donations. Following the reopening of our shops, all items had to be donated in sealed bags and boxes. Donations then had to go through a quarantine and sorting process before they can be priced and displayed. Staff and volunteers have been busy processing your pre-loved items ensuring that they are displayed and sold in line with Government guidance. We will continue to process your donations in line with Government guidance to ensure your shopping experience can be a safe one with us.

With patient care at the forefront of our minds, we remain committed to maximising the profit from our shops, every penny of which supports the work of the Hospice. We have reviewed our service suppliers across retail and ensured that we have obtained the best prices and service possible. This is continually reviewed as part of monitoring our retail performance.

As well as our bricks and mortar shops, we also sell your pre-loved items and new goods via e-commerce platforms. Our eBay shop and website shop have allowed online sales to continue through a challenging trading year.

In July, we were successful in obtaining a package of financial support from eBay as one of the top 250 charities most impacted by coronavirus. This also came with an opportunity to join an ambitious training programme with Charity Connect

to build an even more effective online presence.

Thinking about 2021 we are making plans to improve our retail offering to ensure all our shops offer a competitive and appealing shopping environment. We also hope to increase our collection service to increase the range of furniture available for sale in our shops.

Rest assured whatever the next twelve months brings we will continue to adapt to the changes we are faced with and build on our existing success.

Craig West

Retail Manager



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An Interview with
Isabelle Chapman
Volunteer

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Isabelle is one of our younger volunteers who has been helping at Springhill over the last year. During the pandemic Isabelle increased her volunteer hours to help provide vital support at Springhill.

What does your role as a volunteer at Springhill involve?

When I first started volunteering at the Hospice, it was mostly as a general volunteer so I spent a lot of time around the Hospice, in the kitchen, and taking meals onto the ward. I would also try to do what I could to help the other volunteers and the staff. Obviously with the changes that came into play with coronavirus, the tasks that I had taken on did change as it meant stepping back from interacting with people, but I still do what I can now to help within the restrictions and the guidance.

What attracted you to start volunteering at Springhill Hospice?

Both my grandmas passed away at the Hospice so when I was thinking about how I could give back, I immediately thought of becoming a volunteer. It also became part of my extra-curricular school activities for my Duke of Edinburgh award, as I needed to undertake a volunteering activity for that.

What have you learnt from your time so far at Springhill?

I think there is a lot to gain from volunteering at the Hospice. It has already made me feel like I'm being very helpful and understanding of people's situations as you see a variety of people come through the Hospice and you get to hear from them all. I've learnt a lot of new skills including working and communicating with people outside my own age group.

"It has also given me a deep insight into caring for those who are terminally ill. At the end of the day, I think that you really get a sense of giving back by being a volunteer."

How did Coronavirus impact on your role as a volunteer?

I knew that a lot of volunteers had to shield themselves from the outbreak of the pandemic but I could

see that the Hospice still needed a lot of help as there were a lot of things that were noticeably changing. I could step up and be there. I was completely available and had nothing else on at the time, due to lockdown, so I was more than happy to provide that help and increase my shifts.

What would you say to someone thinking about volunteering at Springhill?

I think that if you're interested in doing it then you should really give it a go. It definitely makes you feel like a better person and it's so nice just to be able to help people. It's really different to what I expected it to be. I first thought I was just going to be on my own all the time, but everyone is so friendly and welcoming — very quickly you'll find that you will be chatting with everyone and making new friends.

SPRINGHILL lottery

2020 has been another successful year for the Springhill Lottery, contributing more than £429,000 towards Hospice care at Springhill. The Lottery continues to be a sustainable form of income for the Hospice.

The Springhill Hospice Lottery offers supporters a way to make a regular contribution towards care at Springhill. Our Lottery only costs £1 per week to play, and what's more, gives you the opportunity to win from a prize pot of £1,450 each week, including a first prize of £1,000.

Not only do we offer the chance to win our weekly prize fund, but in addition, there's a rollover prize fund available to be won each week, up to a maximum value of £10,000!

Our prize fund doesn't stop there! Twice a year we run a Super Draw, with each draw offering the chance to win £5,000!

Springhill's Lottery is not simply about boosting players' bank balances – it's an easy and affordable way of supporting the Hospice, and all of the money it raises helps to fund vital care and support for patients, their family and friends.

In March 2020 we temporarily ceased our cash collection Lottery players in line with the restrictions in place. As the pandemic continued, we took the opportunity to review our Lottery activity. With no signs of restrictions relaxing, and with our priority being to protect our patients, workforce and supporters, we made the decision to permanently cease cash collections. Those who supported Springhill's Lottery by paying for their membership via a cash collection were contacted to offer alternative methods of payment.

Alongside the requirement to cease our cash collections in March 2020 we also stopped our canvassing activity – again for the safety of our patients, staff, volunteers and our supporters. As we reach the end of 2020 we have made the decision that we will not be restarting our canvassing activity for the foreseeable future. We will continue to monitor this decision during 2021 in line with Government guidance.

Whilst the Springhill Lottery provides a stable and vital source of income for the Hospice, stopping cash collections and venue canvassing has had a significant impact on the growth of our Lottery during 2020. It is more important than ever that people support us in any way they can and the Lottery is an easy way to do that. For just £1 a week you could be helping to provide care, and support Springhill's services, whilst being in with the chance to win one of the prizes on offer each week!

2020 also presented some exciting opportunities for our Lottery. With the huge shift to online platforms we took the opportunity to develop our Lottery site to offer supporters the chance to enter our Super Draws online. We also utilised the time to rebrand our Lottery, freshening it up ahead of some exciting plans in 2021.

The Springhill Hospice Lottery is licenced with and regulated by the Gambling Commission.

Emily Kennedy

*Head of Income Generation
and Marketing*

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Support Services

What a year! Thanks to coronavirus, the teams that make up Corporate Services have been stretched and tested like never before, but it was never in any doubt that they would rise to the challenge.

Entering lockdown back in March meant an immediate reduction in staff and volunteer numbers throughout all departments. Some people were required to shield, others chose to shield because they lived with somebody vulnerable, some preferred to stay away from the Hospice due to the uncertainty at the time and those that could work from home followed Government advice and did so. Then came the staff who presented with symptoms themselves or lived with someone with symptoms, which required them to isolate. Due to the necessary suspension of some of our services, staff had to be laid-off or furloughed. All of the above meant it was an incredibly busy time for Human Resources (HR). Whilst some of our workload reduced as, for example, recruitment was temporarily suspended, the increase in the amount of other HR work was significant and seemed never-ending. Once the lockdown restrictions began to ease, several members of staff who had taken the time to reflect during lockdown, decided to retire or move to a non-health environment so it was time to start recruiting again. Talk about going from 0 – 60 mph in 10 seconds!!

And what about the additional skills we all gained during lockdown, due to the need to pick up the duties of those staff who were absent? Back in April I had to make my first ever name badge and it took me 20 minutes to produce an average looking one. By August, I was turning out a perfect name badge in 5

minutes and, boy, did it feel good! I am now a semi-expert in all things franking and can be let loose on the reception till!

Whilst those staff who could work from home were encouraged to, many of the support services staff had to be on site to carry out their roles, none more so than our stewards, domestic and laundry staff. This service has continued throughout lockdown with extra tasks being asked of the team in relation to vital additional cleaning and they have all worked incredibly hard in playing their part to ensure the safety of everybody who comes to the Hospice.

Likewise, our catering service has continued throughout the pandemic and Jaki Hargreaves, whose report you can read on page 65, has adapted with aplomb to the challenges her team has faced, never losing sight of our patients and their needs. Jaki has instilled in her team her passion for customer service and it is not unusual for them to be making 5 different meals for 5 different patients because Jaki believes in giving her customers 'a bit of what they fancy', even if it results in additional work for her and her team.

Our gardening team was able to continue to work during lockdown, albeit it with a greatly reduced number of volunteers, and ensured our grounds continued to impress and our kitchen continued to benefit from homegrown produce. Our head gardener, Nick Dent, who has always enjoyed the work he does with our Day Hospice patients, found new ways of working to support this group of people who were unable to come into the Hospice and he also made the most of having to

be more hands-on as a result of fewer volunteers. It's been quite a year for Nick who really dislikes spending Hospice money. I managed, eventually, to persuade him to buy a new lawnmower – now that has to be one of my biggest achievements of 2020!!

Our volunteer team has always been crucial to the success of the Hospice and, due to the pandemic, our volunteer numbers were greatly reduced. As Gill Kenny, Volunteer Co-ordinator, explains on page 66, this was due to a combination of many of our volunteers being older or vulnerable due to health issues and some Hospice services not operating in the usual way which meant there were no roles for volunteers to undertake.

Slowly, as the months have passed and guidance has changed, more volunteers have returned to us but, during lockdown, we had a core volunteer workforce of around half a dozen, who covered reception, the kitchen and the garden. I cannot thank this group of volunteers enough for their support during this period. Each one of them took on so many additional shifts to help us out and did so with enthusiasm and generosity of spirit. I must take this opportunity to personally thank the 'Wendy and Katherine' show on reception who, between them, did such a phenomenal job. With a reduction in visitors, the phones were extra busy and there was an increased number of deliveries, particularly PPE supplies. Having the two of them steering the reception ship was a huge weight off my shoulders and I am truly grateful for their sterling efforts.

So, what's in store for Corporate Services in 2021? That's a difficult question to answer given the current situation with the pandemic. However, I do hope that we can welcome back more of our volunteers in the months ahead, as the Hospice really isn't the same without them. They bring with them a special energy and personality which is very much missed.



Back in June, I was asked if the atmosphere at the Hospice was gloomy and if it was a scary place to be. My response was immediate – whilst the Hospice has felt different, not least because so many of our volunteers have been absent and we have had to limit footfall wherever possible, those staff and volunteers who have been at the Hospice have been incredibly positive and upbeat. There has been a tremendous 'can do' attitude from everybody and I have witnessed teamwork at its very best. I have always been proud to be part of the Hospice team, but never more so than this year. I feel extremely lucky to work with such great colleagues who have really shown their mettle over the past months.

Julie R Perry
Corporate Services Manager



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Gardening



Like the vast majority of the population, 2020 has been a challenging year for the gardening team. One such challenge was that we were looking to recruit a seasonal gardener just before lockdown, which obviously had to be shelved. However, despite this, our greatly diminished team has managed to keep the gardens blooming and bearing fruit and vegetables throughout the year.

Due to the easing of social distancing in the gardens, Harry and I were able to work all through lockdown with the help of a handful of volunteers as measures were relaxed. The challenge of managing the workload with less help has been compensated by Harry and I having more time to do hands-on gardening and less on managing volunteers/staff and delivering gardening group sessions. The volunteers who have been coming in have been a great support to us, helping with routine maintenance, composting and propagation amongst other things. We couldn't have managed without them.

Another challenge was trying to keep up the morale of the team in the early days of lockdown. Harry set up a WhatsApp group for our volunteers so we could keep in touch with them whilst they were unable to come in, sharing garden and nature chat and photos as well as few of the ubiquitous lockdown memes. Harry also set up some online games, which a few took part in.

A further challenge has been to engage with and support Day Hospice patients whilst they have not been able to physically come into the building. I was more than happy to contribute to the Day Hospice online service in the form of some gardening activities, question and answer sessions and a virtual garden tour.

“It was great to connect with patients again as it seemed like such a long time and I really missed that part of my job.”

Due to Coronavirus the North West in Bloom competition was cancelled for 2020, but we kept up our links with Rochdale in Bloom and have supported a number of community projects. I would like to take a moment to give a special mention to Paul Ellison (2019 Man of Rochdale) who has continued to support Springhill over the last 12 months. Being a true Yorkshireman, I don't like spending money but, with help from Paul, I was eventually persuaded to upgrade to a more professional lawnmower, more suited to the size of the site. The finish of cut is much better and it will also cut better in the rain; unfortunately for Harry, there's no excuse now!

H Bells has continued to help the gardening team this year by donating netting, tubing and timber to keep pigeons and caterpillars off our cabbages and fruit. We were also delighted that the Three Pitts Allotment Society still managed to supply and plant up our front bedding borders for the 14th year running, but the first time socially distanced!

Looking back to the goals of last year I think we have made some progress in the quantity and quality of fruit and vegetables grown this year. We have continued to supply the kitchen, trying to concentrate more on the staples such as lettuces, potatoes, cabbages onions etc. However, we still end up with gluts of things at certain times and so have been selling surplus fruit and vegetables to staff and volunteers, including a few weekly veg boxes.

The goal of refreshing the sensory garden is a work in progress with plans to work on it further through the rest of the winter, as well as looking into making the gardens more dementia friendly.

Nick Dent
Head Gardener



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An Interview with Phil Hill Kitchen Volunteer

Phil has been a volunteer in our kitchen for about a year. Phil has continued to provide a high level of care and support throughout the pandemic.

What does your role at the Hospice entail?

I started volunteering a few months before lockdown as a general volunteer in the kitchen. I was doing general tasks such as washing up, cleaning down tables and making sure everything is tidied up. When picking my volunteer duties, Springhill were very accommodating in terms of letting me decide what I did and didn't want to do. When I first started volunteering I made it clear that I didn't want to have any patient contact. Springhill supported me in finding a role where this could be accommodated and that I was comfortable with. With the onset of the pandemic and going into lockdown, I've been lucky that I have been able to carry on with volunteering in the kitchen. It's been great for me as this was the only role I really wanted to do when I first thought about becoming a volunteer.

Why did you start volunteering at Springhill?

I chose to volunteer at Springhill because my wife was in and out of the Hospice for pain management. Whilst she didn't actually pass away

in the Hospice, they helped her out tremendously with care and compassion; particularly from the doctors, but also from all the nursing staff. So really for me it's just about giving something back to Springhill.

Once I saw that I could be a general volunteer in the kitchen I knew this was what I wanted to do. I understood that everyone needs to be fed and watered and to keep the Hospice running they need volunteers to help do simple things like washing up. Obviously, the work that the nurses and staff do is so important, but the kitchen is an important part of the care provision at Springhill. It's really just given me something to do with the time that I have now.

What does being a volunteer mean to you?

Certainly since lockdown I've done a lot more than the shifts I originally signed up for, which was just one morning a week. During the pandemic I started volunteering four or five times a week. I really believe that it helps to me keep occupied and keeps me from going insane, because I've still got something to do during lockdown. I haven't been able to go out anywhere or do anything from a social point of view so I'm glad to have the contact I have with the people I see when I'm volunteering. They have been my link to the outside

world, as I have a group of friends now in the kitchen at the Hospice so it makes me happy to be there. I really think that it's a two-way thing because whilst I'm helping out at Springhill, it's also helping me as it gives me a purpose.

How has Covid-19 affected your role as a volunteer?

It gave me something to look forward to with everything else that is going on. I'm someone who doesn't have a lot of interaction now with the restrictions that are in place. I can understand why some people need to be protecting themselves and their families by shielding but, to me, I could see that Springhill needed those who were able to do more to provide this support. I wanted to step forward and provide that extra help and I'm still happy to carry on doing that.

What would you say to someone who is thinking of volunteering for Springhill?

All I can say is that if you have any contact with the Hospice at all, it's a good way of giving something back, as a way of saying thank you for the help they have given your loved ones. It also helps with your own mental wellbeing and I think that is something everybody needs at the moment.



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For the Catering Department, January began as expected, a quieter period after the previous two hectic months of events.

In February we welcomed Anna (known as Ania) Kubiszewska-Czop into the role of Kitchen Porter. She complemented our team perfectly and we were looking forward to 2020 with all the usual challenges it would bring.

In April we were sorry to lose Linda Chadwick to retirement after 30 plus years' service – what an incredible achievement! Unfortunately, due to coronavirus, the surprise retirement party we had planned for Linda had to be postponed but it'll be something to look forward to when life returns to something resembling 'normal'. We still refer to 'Linda's shelf' or 'Linda's top drawer' so she has not left us entirely, not in our hearts anyway! After Linda's departure we were happy to welcome Beth Austin to the Team. Beth had previously been one of the Cooks at the Craven and joined us when the difficult decision was made to close the coffee shop. Like Ania, she has fitted into the team seamlessly.

The introduction of the coronavirus restrictions had an immediate impact on the Catering Department. The way we operated had to change as an immediate reduction in patient, visitor and staff numbers, together with the suspension of external fundraising and training events, meant there was less demand for our catering service. It was time to re-evaluate the staffing structure of our catering and volunteer teams. Our purpose and responsibility to the patients remained the same. We still needed to deliver a quality service, so we needed to think and work outside of our 'tried and tested' routine. We just had to make it work with fewer people in a different order. Thankfully we were all able to do this and I am grateful to the team for the flexibility, support and commitment they all showed.

As with many new situations and difficulties, people seem to 'step up' for Springhill Hospice; none more so than the new and existing volunteers. I say 'new' but Pete Smithies and

John Ashworth are not exactly new, having previously been Day Hospice volunteer drivers. They were unable to undertake their usual role but, still wanting to contribute, they joined the Catering Department and quickly settled in. Some of our catering volunteers have taken on additional shifts, some have continued to come week in and week out and we cannot thank them enough. Those volunteers who have been unable to continue have really been missed, but we have maintained contact and can't wait for their return.

One of our most important roles is to discuss the menu choices with our patients, understand their dietary needs and their preferences. This is not just about providing an appropriate meal, it is about getting to know the individual and finding out what they eat at home, or what their favourite pudding is and making sure we always have not just what they need, but also what they 'fancy'. This has probably been the biggest and most difficult change to embrace. The coronavirus restrictions have meant that we are unable to go onto the Ward and make those important connections and this duty has passed to the ward staff, as has the afternoon tea trolley and water round. This has, obviously, given the ward staff an additional task, but it is a necessary one to reduce the footfall on the Ward to keep our patients safe.

As previously mentioned, the requirement to provide catering services for fundraising events, training and other hospitality events ceased completely in March and all events planned for this year have been either cancelled or postponed, because safety has to be the number one priority.

Although these have always added to our workload, we have always enjoyed the challenge and the opportunity to use different skills and our imagination. We very much look forward to the return of events, hopefully in 2021, so we can continue to play our part in supporting the Fundraising and Training departments.

Jaki Hargreaves
Catering Manager



Volunteers

This has been a very difficult and unusual year for all.

At the beginning of 2020 we had around 380 volunteers of various ages and backgrounds, working in and around the different areas of Springhill Hospice, in our charity shops and at our fundraising events. Each of these Volunteers brought their own unique set of skills, expertise and dedication to help Springhill Hospice offer its vital services to patients, their families and friends around the Borough.

From around the middle of March 2020, the coronavirus pandemic meant that circumstances prevented the vast majority of our volunteers from continuing in their roles.

As many of our volunteers are over 70 years old or are vulnerable due to health issues, they had to shield and could no longer attend the Hospice - although many would have done so if possible. Some Hospice services had been unable to operate in the usual way, with face to face contact with patients no longer possible, leaving no roles in these areas for volunteers to undertake, such as care assistants, day hospice hosts, creative

and complementary therapists. Also, our charity shops had to close, leaving an army of retail volunteers unable to provide their usual weekly support.

From over 250 volunteers who worked at the Hospice itself, only a handful of around 20 now remain actively volunteering.

These few volunteers have certainly risen to the challenge and have offered extra support to staff in the Hospice kitchen, garden, assisting with finance and admin and on reception.

Some volunteers who have been unable to continue in their usual roles have turned their hand to something different in order to assist with the needs of the Hospice. For example, a couple of our volunteer drivers have become masters in the fine art of washing up and mopping floors, vital to the day to day running of the Hospice kitchen. Others have raised much needed funds for the Hospice whilst not being able to attend.

Half a dozen of these volunteers, who have continued to volunteer since the start of the pandemic, have given the

Hospice so much additional time to cover extra shifts in the kitchen, on reception and in our grounds. These volunteers have given more than we would've dreamed of asking them to and have done so with good grace and incredible generosity. We thank each of them for their hard work and commitment to the Hospice, especially given the challenges and new ways of working which have faced us all.

A few volunteers have taken stock and have seen this as a suitable time to 'retire' from their duties. Some of them have been with us for many years and we thank them for their invaluable support and wish them well for the future.

Staff from various areas of the Hospice have been maintaining contact with the volunteers from their departments by telephoning them on a regular basis. This has been welcomed by many of our volunteers who live alone or who are isolated, so they know that they are not forgotten and indeed are greatly missed.

The volunteers themselves have been keeping contact with members of their own volunteer teams and have

supported each other throughout the pandemic. Close friendships are often forged between volunteers who work closely together at the Hospice and these friendships have been especially valuable during these challenging times.

Volunteers are slowly starting to return to their roles at the Hospice, as it is safe and appropriate for them to do so. Although things are very different now than when they were last here, the Hospice is a much quieter place, without the hustle and bustle that the many visitors and volunteers brought and tighter restrictions in place, they are keen to offer their time and energy to help care for our patients, in whatever way they can.

In spite of the current difficult circumstances, there are still people in the borough who want to join our team of amazing volunteers and I have received a few applications from people who have time to spare and want to help, mainly in our Charity Shops.

In normal circumstances, I would invite these prospective volunteers to the Hospice to hold an induction meeting with them and for them to see the Hospice and gain an insight into what they are helping raise funds towards. However, due to limitations on footfall into the Hospice and social distancing measures, this is now done via email. It is hoped that when things return to a more normal way of life, these new volunteers will be able to come and look round Springhill Hospice and see the wonderful work they are helping us to do.

In July we began gradually re-opening our charity shops at various locations around the borough and around half of our retail volunteers have returned to help with sorting donated stock, pricing items, keeping the shops tidy or serving at the till.

It seems that almost every household in the area has had a clear out during lockdown and a mountain of much appreciated donations arrived when we reopened our Emporium Charity Shop. All donations need sorting, and now quarantining, before they can be put on the shelves in our shops and thanks to the hard work and dedication of our volunteers, this mammoth task is being undertaken with gusto. Other volunteers have been selling donations on eBay and this is helping to start generate our retail income again.

As our charity shops are a major source of much needed income for the Hospice, we very much appreciate the assistance of these volunteers, particularly in these challenging times.

We recognise our volunteers' efforts and dedication to Springhill Hospice by holding annual Volunteer Service Awards which would usually take place mid-October. This year, due to the restrictions in place, we were unable to host our annual afternoon tea where our chairman, trustees and chief executive would present our volunteers with their awards for services to Springhill Hospice. However, those volunteers who were due an award received it by post and the chairman and chief executive wrote to each of them personally with their heartfelt thanks. Despite many of our

volunteers not being able to help in their usual way over the last 12 months, we still appreciate what they have done for Springhill Hospice in the past and know they would still be helping if they could - and will be doing so as soon as they are able to again.

This year, we have 28 volunteers receiving an award for two years' service, 23 their five year award, seven for the ten year award, five will receive a fifteen year award, three a twenty year award and one person will be receiving an award for twenty five years' loyal service to Springhill Hospice. Many thanks and congratulations to all of them.

In June, the High Sherriff of Greater Manchester also gave a Special Recognition Award to Springhill Hospice for our contribution to the community during the difficult circumstances brought about by the coronavirus. Our volunteers have been instrumental in helping the Hospice to continue offering services to the community and they should be rightly proud of the part they play in any recognition given to Springhill Hospice. Their support is priceless and much appreciated.

All the staff at Springhill Hospice are thinking of all those volunteers who are currently unable to return to help in their usual roles. We wish them well and hope it won't be too long before we are able to welcome them back.

Gill Kenny
Volunteer Co-ordinator





An Interview with Jean Cockcroft

Nursing Assistant

Why I wanted to work at Springhill Hospice

Working at Springhill and in the Day Hospice is something that I really enjoy doing, looking after patients who are coming to us with palliative care needs and being able to help them with anything they need. I've always enjoyed that aspect of nursing so I find it very rewarding. When I got a job at Springhill I thought it was a wonderful opportunity to be able to help people, and it's a lovely place to work, the atmosphere of the Hospice itself is just so friendly.

Thinking about how I first came to have this job at the Hospice, I was working in a private hospital doing a counselling course that required me to have more hands-on experience with talking to people. I decided to start volunteering at Springhill in the Day Hospice and one day a job became available which was an opportunity I couldn't ignore!

Being able to meet so many different people with a variety of different conditions really made me realise how much I can help. That's what it all comes down to for me. I'm at Springhill because I can help people here and it's always something I've wanted to do.

My role

Right now, my role at the Hospice has changed dramatically as we can no longer admit Day Hospice patients into the actual building, but we've done everything we can to create a new virtual service for our patients to access. Our focus has been on

keeping in contact with the people who would usually attend Day Hospice, so my role has included a lot of phone calls over recent months. We've also been providing virtual wellbeing sessions via online video for patients to undertake self-management programmes. We're basically trying to provide the exact same service we provided before the pandemic, the only difference is that our patients aren't in the building with us, they're joining us virtually.

To be more specific about my role in the Day Hospice, including what I did before the pandemic, my job is to ensure patients benefit from, and enjoy, their time in Day Hospice and to provide whatever care they need when they attend. This can include support with practical issues, where they need help with mobility, but also any psychological and emotional support they need, so it is a bit of a holistic approach to providing care. The main thing we do is to make sure that they are enjoying their time here and that they are getting what they want, and need, out of it.

With the patients we see in Day Hospice, they haven't reached a stage in their illness where they are completely reliant on the services of the Hospice. We provide care and support on a weekly basis over a short period of time – usually 12 weeks. Over this period of time we get to know them quite well and this gives us time to build a trusting relationship with them. I like to think that it gets them used to the Hospice environment and to see how

it all works so that they feel a lot more comfortable as they continue to receive support from the different services the Hospice provides as their illness progresses.

Day Hospice provides a regular day of respite over the 12 week period, not just to the patients, but to their own family members and carers too.

Covid-19 and Day Hospice

Our Day Hospice services provide a lifeline to our patients. Before the pandemic it gave them a reason to get out of the house for a bit and do something therapeutic or to have a chat with other patients who are experiencing similar things to them.

The pandemic has had a huge impact on Day Hospice services. To protect our patients, and our staff and volunteers our contact has had to be either over the phone or virtually by computer. We are proud that we have never stopped providing care to our patients but the restrictions have just meant we have had to do it in a different way.

I'm proud to work at Springhill Hospice

I'm proud that I've always been able to be there for the patients. Being able to support them gives me such a great feeling that I just wouldn't get working anywhere else. It's nice to be able to help. It's a lovely place to work and playing a part in providing care at Springhill is my chance to give something back.



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Meet the Trustees



Robert Clegg OBE

Robert has been a Trustee of the Hospice since the doors first opened back in 1989. Having significant NHS management experience he hopes his common sense approach benefits the Hospice. One of Robert's driving factors of being a Trustee is so that the last moments of patients' lives are as special for them and their families as their first ones were.

Kitsa Efthymiadis

Kitsa is a local Solicitor who became so used to hearing good things about Springhill Hospice that she wanted to become part of it. Kitsa loves it, she has been in the Business Buddies scheme for years, provided free legal advice to Springhill, and has even persuaded her partner to walk from Land's End to John O'Groats to raise funds for the Hospice.



Lesley Mort

Prior to joining the Hospice as a Trustee, Lesley worked in the NHS for 40 year, mainly in the Rochdale Borough. She believes the Hospice is an organisation that keeps patients and their needs a its focus, with compassion and kindness to support people in very challenging life circumstances. Lesley has always been impressed by the work done at Springhill and wanted to join the Board to offer her skills and experience, and to give something back in return for the support she has always enjoyed in her working life.



Julia Heap

Before becoming a Trustee, Julia was aware of the brilliant care and compassion offered at Springhill and after becoming a Trustee this has just been amplified. She is in awe of the work that all the staff and volunteers do to support patients and their families and feel extremely humbled by this. Julia is keen to support her local hospice, which is a real asset to Rochdale, through her role as Trustee, by continuing to raise awareness about the wonderful work that goes on and to ensure that it has a financially secure future.



Sultan Ali

Sultan was born in Sahiwal, Pakistan and has lived in Rochdale since 1970. He has been a member of Rochdale Borough Council since 1996 and has served on the Housing and Recreation & Community Services Committees. Sultan has also been Vice-Chair of the External Partnership Overview & Scrutiny Panel. In his role as Trustee, Sultan takes a proactive approach to promote the Hospice's services to the wider community.

Carol Hopkins

As a Business Development Manager for Rochdale Development Agency Carol shares her passion for the Hospice with many local businesses, encouraging them to join the Business Buddies scheme. The Hospice plays an important role in the Community and Carol is pleased to be able to say she is involved.



Susan Blundell

Susan grew up in Rochdale and spent all her working life at Rochdale Borough Council, working in HR & Personnel. She was delighted to join Springhill's Board in January 2015. The Hospice is treasured by the local community and Susan feels very proud to be associated with Springhill. As a Trustee Susan's role is to support the management team, all the staff and the volunteers who are truly dedicated to the patients and their families at their time of greatest need.



Dr Usman Ahmed

Dr Usman's connection with the Hospice began as a student of Springhill High School, the local school with which it shared a name. As a local GP, Dr Usman feels the value of the service provided by the Hospice has always been appreciated and something he wanted to be a part of. Dr Usman was delighted when the opportunity to join the Hospice as a trustee became available.



Rt Revd Mark Davies, Bishop of Middleton

The Rt Revd Mark been ordained for nearly 30 years and has served in a number of appointments. For the past 10 years he has been Bishop of Middleton. He is hugely proud of the Hospice and the work it does and brings to the Trustees the perspective of the faith communities together with insights into spiritual and emotional wellbeing.

Dr Robert Namushi

Dr Namushi has been a volunteer at Springhill Hospice for the past 20 years and a trustee for the last 3 years. He was introduced to the work of the Hospice by Doctor David Foster and find it remains a humbling experience. Dr Namushi says it is a great honor to work with men and women, volunteers and employees of this much loved institution by the people of Heywood, Middleton and Rochdale.



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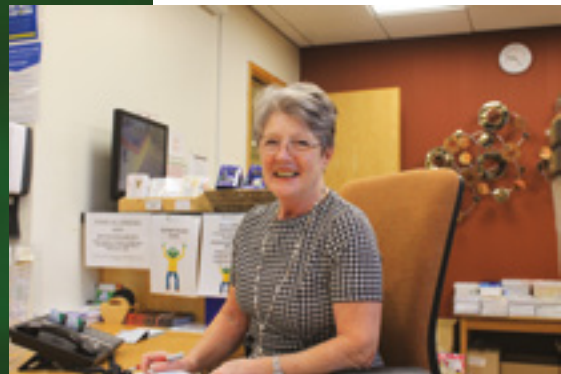
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