



Havens
Hospices

Our Impact Making every day count.

Havens Hospices
Impact Report 2019-2020

Registered Charity Number 1022119



Every one of us

Making every day count.

Hospice care

We can't cure people. But what we can do is make the most of every day. As our Vision says, 'Making every day count.' Relieve a person's pain so they can say goodbye to their family. Give respite for a child so their parents can sleep. Arrange a wedding within days so two people can marry before one of them dies.

Havens Hospices started the year with an exciting future ahead of the charity. We had a new Mission, recruited a visionary Chief Executive, an esteemed Medical Director, we were about to move into the new £17.2 million adult hospice.

Then Coronavirus struck, it seemed, out of nowhere. Our hospice care had to adapt overnight, our fundraising reduced dramatically and our staff either had to work from home, or risk their own health to look after others in the hospices or patient homes.

However, we have still been able to make

some incredible achievements in spite of the circumstances, and we felt it was important – an obligation even – to tell you about these. Because it's only thanks to your support that we're still able to stand tall and proud.

This document is a hybrid between an Impact Report, an Annual Review, a Strategic Report and a newsletter. So when we talk about some of the statistics and data, it will give the specific date range for this.



How do we know we're doing the right things?



A key driver for the organisation over the past 12 months has been data. We invested in a new Clinical Quality Team to collate and analyse information and evidence alongside the anecdotal feedback. This has meant we've been able to report much quicker on the care we're delivering, but also identify gaps where we could do more.

This data and evidence will run alongside our anecdotal feedback, the compliments and complaints that we may receive so we can get a full picture of the impact our care and support is having on those we're here to serve.

Our Vision \ Our Mission \ Our Values

Our Vision

**Making
every
day count.**



Our Mission

To offer the best possible palliative and supportive care, free from fear and barriers, where the patient and those important to them are always put first.



Our Values

1 Care and Compassion

We are driven by our desire to care for and help people with complex or incurable conditions. We focus on their quality of life, offering choice and support in 'Making every day count'.



2 Commitment

We are committed to putting other people's needs first. We seek to achieve fairness and equality by making our services inclusive and available to all who need them.

4 Courage

We listen calmly to others and respect different opinions and beliefs. We reflect and think before we act, seek to understand the consequences, overcome fears in making difficult decisions and accept that we can sometimes make mistakes.

3 Community

We work together as a charity and to serve our communities, to ensure everyone feels included, valued and respected for what they contribute.

5 Integrity

Our patients and families are at the heart of every decision we make. We are open, honest and transparent and every action is taken in good faith.

Timeline

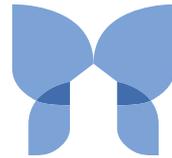
2019 - 2020

2019

12th August
Steve Smith takes over
as CEO



15th November
AGM launches the new
Havens Hospices brand
including Vision, Mission
and Values and Steve
sets out his Strategic
Objectives



1st February
Dr Grahame Tosh joins as
Medical Director and Dr
Rachael Marchant as
Senior Doctor



17th September
Requirement for Trustees
to be Christian is
removed through vote at
EGM

31st December
Fair Havens closes as no
consultant cover and
Care Team deployed to
give care in patient
homes

2020



19th February
Transition to the new Fair Havens in Prittlewell

Assessment and registration by CQC and passed with confidence

27th March
Start admitting patients from hospitals to free up acute wards



5th March
First patient admitted to Fair Havens In Patient Unit



31st July
EPIC (a children's home respite service) integrated into Havens Hospices

14th February
Keys to new Fair Havens are handed over

17th March
Coronavirus pandemic announced and administration staff work from home

21st March
Havens Hospices closes all charity shops

July-September
Havens Hospices announces consultation on roles across the charity to help reduce expenditure

September
Remodelled care services of Havens Hospices announced



Steve Smith

It was an incredibly proud moment in August 2019 when I took on the role of CEO at Havens Hospices and I knew that it would be an exciting challenge. We needed to implement a significant programme of change, we needed to modernise our charity and our care but still retain the philosophy of hospice care, outlined in our revised Vision, Mission and Values.

During the first 90 days I spent time across every corner of the organisation talking to staff and volunteers. Listening to the key themes in these discussions it was clear that we did many things very well and, most importantly, we provided valuable care, but I knew there was more we could do.

I knew we could provide more care to more people by embracing data and understanding where we could improve. We could use our investments in technology to revise our systems and processes, and we could create a culture that attracts staff and volunteers and gives them the skills and environment they need to thrive.

Rebuilding relationships

We also had a lot of work to do to repair trust and relationships with our local healthcare partners. It was important that time was given to rebuilding our reputation in those networks and demonstrating that we have an important part to play in the local health economy.

By the time Coronavirus took hold, we had made good progress – the majority of our administration staff had been equipped with the technology which meant they could work from home within 24 hours of the announcement being made. We had passed our CQC assessment and registration with confidence at the new Fair Havens in Prittlewell and had already started caring for patients. We'd had some really positive discussions with our healthcare partners and started making plans for joint working, which Coronavirus hastened. All of us were proud of to support the NHS, with our care staff showing great bravery and resilience in such difficult conditions.

Although we faced big discussions ahead of us, we knew that we could still put patients at the heart of these and support them as best we could.

The biggest decision we faced was around reducing our expenditure through staff consultations. It was an option that none of us wanted to take, but we knew this was the only way to stabilise the charity's finances so that we could survive. Through two rounds of staff consultations, a number of roles were made redundant. I pay tribute to those staff who were affected, and thank them for their years of service to Havens Hospices. This action has ensured that for the foreseeable future, we are able to continue offering services to our local community and more.

“More care for more people”

My one simple aim since I took the role on of CEO has been to provide more care for more people. Despite the restrictions that Covid-19 has presented, both logistically with our buildings and how we provide care, and within our income, we are achieving this aim. We have seen adult patient contact rise in the last six months by an average of 40% and this shows what we can achieve when we accept and embrace change.

To make such significant change within any organisation requires trust. Trust in our own abilities, trust in our colleagues, and trust in those that are leading the organisation. In the last 12 months we have endeavoured to promote an open and transparent approach to leadership and management, which allows us to have a dialogue at all levels about the performance of the organisation, and of the individual. Over time, this cultural shift will reap benefits for the patients in our care.

Improved accountability has inevitably led to stronger governance and with the improvements made through the move to our new building we have been able to adopt a more digital and agile approach with our Board of Trustees. Our ability to assemble quickly has led to greater accountability, improved handling of strategic risks, and we have made decisions quicker than ever before.

Our ability to focus on ‘Making every day count’ has enabled us to steer the organisation through a global pandemic, and will continue to give us the confidence that we can continue working for our patients and families in a climate of uncertainty.



A message from the Chair of Trustees

It is reasonable to say that my term as Chair of Havens Hospices has been eventful with significant changes in the charity's leadership and examination of its founding principles to meet emerging challenges.

We have also been faced with the need to make changes in the way we provide care services to meet the new challenges presented to us during the Coronavirus pandemic.

As Chair, I have been particularly proud of the way we have faced these situations and the resilience shown by all who work or have an association with the charity. It has been truly inspirational. It has been reassuring that our governance arrangements have been robust and our ability to make use of the latest technology has enabled us to maintain speedy and effective decision making.

I would like to take this opportunity to thank our Leadership Team, along with Trustees, for adapting

our care and support services to enable us to function effectively throughout Covid-19, and putting the planning in place to ensure the hospices can continue to do so. In addition, we have taken all the necessary actions to safeguard our frontline hospice care as well as protecting the future of our charity.

Finally, I am confident that the charity is in a strong position to face the future, become stronger and fulfil its Vision of 'Making every day count.'

Brian R Terry

Our Strategic Objectives

As a result of the impact Coronavirus continues to have on the charity, the Trustees supported a change to the Strategic Objectives to focus on our income, our patients, and our staff. These will be reviewed in 2021:

- Work with our supporters to secure the future of Havens Hospices in Southend, Castle Point and Rochford, and throughout Essex
- Remodel our services for our patients and their families in light of the impact of Coronavirus on their lives and choices
- Ensure Havens Hospices staff and volunteers are supported to achieve our aims with training, development, and suitable wellbeing opportunities

We will achieve these by focusing on three key themes – Staff and Structure, Culture, and Data and Technology.

Care during Coronavirus.

Our hospice care continued throughout the pandemic. It had to. But how that hospice care was delivered was a lot different to what we'd been used to. The practical elements such as PPE, infection control and building logistics aside, our Care Teams found solutions to ensure that our patients and families didn't feel isolated whilst shielding. If they needed hands-on nursing care, we were available.

Here's a snapshot of what we did:

- Our Fair Havens Hospice at Home Team worked at full capacity, with demand increasing by 30% as people chose to be cared for at home instead of hospital.

“Nothing is too much trouble. Even though they have to wear masks and aprons, they're doing it with a smile on their faces.”
Alan



- At Fair Havens we opened all 16 beds at the hospice just three weeks after we opened the new building in Prittlewell to discharge people from hospital who were at risk of Coronavirus.

“If I hadn't come to Fair Havens, I would have ended up in hospital where there is a higher possibility of catching an infection or virus.”
Amanda



- Little Havens also worked with NHS services across Essex to bring children at risk out of hospital wards and into the hospice.

“Little Havens is such a beautiful place, there is so much love and laughter there.”
Verity, Theo's Mum



- The beautiful gardens at Little Havens were made available to families experiencing an exceptional crisis who could benefit from time away from home. Our music therapy sessions were moved online.

“Little Havens is the safest environment for us to ease back into the 'big wide world.' The gardens are so lovely, they have a calm feeling to them. It really is a 'safe haven' for families like us.”
Emma, Connie's Mum



- We set up the Coronavirus Crisis Bereavement Line seven days a week to support anyone in Essex affected by a loved one dying, either directly or indirectly from the virus.

“The reason that I contacted Havens Hospices is, in my personal experience, I have never met anyone through the hospice that I would not feel comfortable with speaking to about my feelings. I think it must be the kind of person that works there.”

- For those supported by Little Havens and The J's, we had regular telephone contact with families who were shielding, liaised with other professionals involved in their care to support them from home.

“The J's know their patients and their medical conditions so well, that they can pre-empt issues before they arise. With a recent catheter change for a young patient, The J's nurse knew his history of developing infections so offered advice over the phone and arranged a prescription through his GP for antibiotics.”

Our new Fair Havens.

For the future

Although the construction of Fair Havens took 65 weeks, the planning and fundraising had been happening for around a decade beforehand. Welcoming our first patient was a momentous occasion, as it was the culmination of years of hard work by hundreds of people.

Since we opened in March, the number of patients we've been able to care for within the In Patient Unit has risen by approximately 40% already, compared to the same period last year (March-September).

This is partly because we have more bedrooms available and they're all on one level, meaning patients who are really poorly can come in straight away rather than having to wait up to a week for a ground-floor room to become available. Often the patient would then become too ill to make the journey, or die before they reached the hospice which was upsetting for both the families and our Care Team. Now, the average time between a referral being made and admitting a patient to the hospice is just over 24 hours.

It's also because we're working more closely with healthcare partners, including our very own Hospice at Home Team. In April and May, referrals to the service increased by 30% as people chose to be cared for at home instead of hospital. We added additional home visits and worked with our local CCG's to widen our geographical reach.





Veronica's story.

Veronica was initially diagnosed with cancer in August 2018, which has since spread. Those involved with her care had been trying to convince her to visit Fair Havens.

“The word ‘hospice’ terrified me. I kept shying away from the issue until I was taken ill. Quite honestly, coming to Fair Havens is the best thing that has happened. I feel less fearful now about the future.”

This was Veronica's second stay at the hospice in Prittlewell to help control her pain and symptoms, but Peter, her husband was also struggling with anxiety and exhaustion. The couple have three daughters, and as a family they want Veronica to stay at home for as long as possible.

“When I first visited, I wasn't expecting anything like this. The experience has been unbelievable. What I especially noticed was

how the whole team worked together. They're such a happy bunch, and seem to really enjoy what they do.

Emotionally, there were so many things that I needed to do, to tell my loved ones and they helped me to do that by creating keepsakes. I feel relieved that I've managed to achieve this because it had started to become overwhelming.”

Occupational Therapist Mary-Ann Campbell worked closely with Veronica and Peter during this stay. “I wanted to empower and enable the couple to go back home and manage with the support our team has put in place, with additional coping strategies.

“We've worked on managing anxiety with some mindfulness and breathing exercise to help keep them calm when there are bumps in the road, so they feel able to cope at home.



There's a discharge plan in place and we'll keep in contact too.

It's been a real honour and privilege to work with Veronica and Peter. They are brave, have spoken from the heart about what was truly troubling them, and we've worked together to find tools and techniques so they feel stronger to deal with the next chapter.”





Wellbeing

Patients or families needing emotional support are now referred to our Wellbeing Team for an assessment so a tailored Care Plan can be put in place. Sometimes counselling isn't always the answer; they may need practical advice at that moment in time, but some more intensive therapy later on. Their Care Plan could also include complementary therapy, therapeutic groups or activities.

A multi-disciplinary team will create a targeted support plan and signpost to other organisations that can help.

Safeguarding has also been a key priority, with a steering group creating system changes, updated policies, charity-wide training and a three year Safeguarding Strategy.

A review of our spiritual care has helped to widen our scope of support to those facing bereavement. Spiritual Care Lead Martin Hill says, "My primary goal is to make certain that every person feels that they are included within spiritual care - it could be that their religion is important to them, as well as for people who have found that chaplaincy wasn't something they would be able to engage with. Spiritual care may give them that greater sense of their own worth and value without needing to subscribe to Christianity or any religious faith."

Social Activities at Little Havens

We have been working with our Little Havens and The J's families to identify alternative types of support that we could offer them. Some of the parents and carers commented that sometimes they just wanted to use our facilities without necessarily leaving their child to be looked after by the Care Team. So 'Saturday Socials' were trialled during the summer holidays of 2019.

These involved families spending the day at Little Havens, taking part in structured activities, having complementary therapy treatments and having lunch provided for them.

They were such a success the pilot was made permanent and extended with Cosy Sundays. We've already created a booking system for sessions using our hydrotherapy pool and multi-sensory room.

We are now continuing the theme of social activities in 'Covid Secure' ways so we can still utilise the building, providing support and entertainment for our children, young people and families.

We've been arranging garden visits with a picnic and craft activities as well as online music therapy and baking sessions.





Ellie Miller – Director of Care and Executive Nurse

During the last 18 months, our nursing teams across all our hospice services have experienced change like never before. Recruitment challenges, new buildings and systems, rethinking how and where we care for patients and, then, a pandemic. Their resilience has been tested to the maximum, all whilst still caring for patients and families and staying true to our Vision of ‘Making every day count.’

Working as part of a nursing team, your duty to care for others is always the priority, but this became more apparent as the Coronavirus took hold in spring this year. I witnessed first-hand the dedication of my staff, and those who supported them like our housekeepers, maintenance and catering teams. It was one of the most humbling experiences of my nursing career.

Like any frontline service, the pandemic took its toll on us all. Having to restrict who could visit patients, especially those nearing the end of their life was particularly difficult. But it’s testament to our innovation and creativity that we could find ways to help lessen the trauma. With thanks to our supporters who created keepsakes for families,

donated iPads so each patient could keep in touch, and utilising our outside space so visitors could sit outside – something we couldn’t have facilitated at the old hospice.

One of my priorities pre-Covid was better partnership working in our local areas. The new Fair Havens project was a great way to start opening up conversations with these networks, but the pandemic really did bring the statutory and charitable sectors together as we were all urged to ‘Support the NHS and Save Lives.’

We were able to work in a much more integrated and agile way. Some of the really big issues that usually prevent partnership working – GDPR, policies, silos – could be overcome really quickly because there was a real will to ensure patients still get a positive experience at the end of their life despite the barriers. Within the first couple of weeks of lockdown, we’d already committed to supporting the hospitals with discharges so they could free up beds for Covid patients. The Coronavirus Crisis Bereavement Line, provided in collaboration with our local CCG’s, took around four weeks from the first conversation to

the launch. These agreements would have been unfathomable in a pre-Covid world.

We’re really proud of this integration with our local healthcare services. The collaborative approach means that we’re constantly responding to the changing needs of our community. Thanks to the combination of our supporters making donations, and the resilience and flexibility of our Care Teams, we are finally starting to truly live our Mission of providing care, free from barriers, where the patient’s needs always come first.





Trevor Johnson- Director of Income Generation

We, like many other charities, faced a significant drop in income at the start of the Coronavirus pandemic, estimating the impact around 70%.

This immediately presented challenges with our public and face to face fundraising events we had planned for the summer, so we focused on the alternative and virtual ways that people could safely support our care.

However our supporters were already one step ahead, making donations of all sizes, setting up sponsorship pages and signing up for online events like our Virtual Quiz.

Even while our supporters had to deal with the impact of the pandemic for themselves, they still remembered us whether that was a donation, a message or support or gifts that were donated to our Care Team. It just showed to us how committed our supporters are to us.

One of the many challenges we faced was the closure of all of our shops that bring in so much valuable income as well as providing a resource to our communities. This was really concerning, but as soon

as we reopened our supporters rallied round, donating in record amounts as well as continuing to buy and support us on the high streets.

The biggest challenge and focus for us in the coming months is adapting to Covid-19 from a fundraising perspective. We face difficulties with our public participation events but it is still important that we are there for our supporters and community. There will be a focus on how we better use contactless giving, expanding our Lottery and enhancing our legacy programme.

There is much still to look ahead to including the rescheduled Hares About Town event in 2021, plans for new sporting and extreme challenges and enhancing our online retail operation through platforms such as Depop.

So this has been a year of unprecedented challenge, but one that leaves us hugely thankful to our supporters and optimistic for the future with some new ideas already developed and more exciting initiatives to come.



How we fund our care

As an established charity, we have always relied on the generosity of others to fund our hospice care. Whilst this hasn't changed, it's vital that we diversify how we generate income

Throughout the Coronavirus, we worked with our local NHS services to commission elements of our care to support them in freeing up acute beds. We've learnt a lot from this, and it is something we intend to continue.

We will never stop needing support from people like you, though. We were founded by the community, for our community and it's vital that continues.

Havens Hospices During Covid-19

In Numbers.

1 wedding at Fair Havens, organised in 24 hours



127 people signed up to make a regular donation between March and August

12 iPads loaned by Olympus KeyMed so every patient could keep in contact whilst visiting was restricted



Delivered **88** sessions of online music therapy between April and August



277 members of staff completed **1,578** training programmes between March and August

For every **£1** donated, **73p** is spent on care



£16,800 raised by **2,181** people taking part in our Virtual Quiz



5,000 bags of goods were donated in the first two weeks of reopening

More than **6,500** pieces of PPE were donated by kind supporters, including masks, visors and scrubs

Havens Hospices

The future.

The impact of Coronavirus has forced us to look at more creative and efficient ways to care for those who still need us.

It's given us the opportunity to refocus and ensure that the care we're providing is truly unique, that our patients are benefiting from that care and that we're reaching as many patients and families as possible within the resources (income and staffing) we currently have.

As we recover from the initial disruption caused by Covid-19, there are things that we have learned from working differently that we want to keep doing to support patients and families.

Following a remodelling exercise in September, the main changes we're proposing are:

- Little Havens to extend its care from 0-25 (previously 0-19) in line with SEND (Special Educational Needs and Disability) recommendations
- Children and Young People Hospice at Home service established following the integration of the

Little Havens, J's and EPIC* teams

- A dedicated program called The J's Transition Service, supporting 14-25 year old's into adult care
- Hospice at Home service for adults is expanding in Southend
- Fair Havens In Patient Unit will open 10 beds
- Fair Havens Hub will move to the remaining available bedrooms within the In Patient Unit where we will offer a range of clinical interventional for patients i.e. blood transfusions but won't stay overnight
- Wellbeing Services will be remodelled to provide specialist bereavement support, safeguarding and therapeutic activities

*EPIC is a home respite service which we part funded but agreed to take over the whole service to ensure families were receiving a consistent level of care within their home.

These are the practical, forward-facing changes that are taking place at Havens Hospices, but we need to ask ourselves some big questions – what is the future of hospice care, how do we encourage the best people



for the job to work for us, can we define the role we are playing within our community, how do we increase our diversity, equality and sustainability.

Our partnership working will continue to go from strength to strength, too.

Covid-19 has prevented us from running our normal hospice outpatient services and therefore we have a part of the building that we can share with other healthcare providers. We've introduced a temporary phlebotomy clinic at Fair Havens, providing 320 appointments each day.

Havens Hospices - a supportive employer.

The people who work at Havens Hospices – whether employee or volunteer – are all ambassadors for our charity. Their experience, expertise and knowledge help to create a professional and open-minded organisation.

But there's always more we can do to ensure that we're a diverse and responsible organisation. We've already taken steps to address this, which will continue for many years to come.

- We ran a Diversity and Equality Audit in 2019 which identified actions to improve our reach into our communities to access care, employment or volunteering opportunities. As part of this, we are conducting a 'Cultural Audit' run by the National Centre for Diversity
- We joined the Essex Interfaith Forum, ran two Interfaith Study Days promoting cultural diversity in end of life care and recruited a Spiritual Care Lead to improve relationships with all faith communities
- Engaging with social care leaders and mapping service users by postcode to ensure that

we're reaching the most deprived areas of our communities

- Exploring a joint project with a local charity to develop palliative care practices for those with no fixed abode
- Equality Impact Assessments for all new services to remove any potential barriers to accessing support
- Working with charity Groundworks to help us improve our environmental footprint in all areas of the charity



Volunteers

With more than 1,000 volunteers working across Havens Hospices before the Coronavirus outbreak, the impact of not having them around was felt greatly by us all. Reducing the number of people within our hospices was important to minimise infection, and those volunteers within the 'vulnerable category' were advised to shield.



We are now working to reintroduce volunteer roles safely, or finding alternative duties for those volunteers who are still vulnerable.

Attracting a younger and more diverse volunteer workforce to the organisation is now a focus for us as we look to expand our Young Ambassador programme, encourage more 'occasional' volunteering opportunities for those who can offer short bursts of time, and consider schemes such as work experience.

Samantha McDonald volunteered her time during lockdown to help with the charity's Coronavirus Crisis Bereavement Line:

"Being able to continue to support my clients during lockdown has humbled me and given me a sense of purpose. Just being able to help, even in the smallest of ways makes volunteering so worthwhile. Havens Hospices is such a nurturing and supportive environment for volunteers."

Every one of us Your donations count.

Accounts for the year ended 31st March 2020

For a full copy of our accounts, please visit the Charity Commission website and search for Havens Hospices.

One of the questions we get asked the most is 'How much do you spend on admin?' All charities measure 'admin' differently. For example, we think our Receptionists are a part of care because they're the first people that our patients see; they answer phone calls from families and support those who may not

be familiar with the area by calling taxis or helping to arrange accommodation for visiting relatives.

For every pound that is donated directly to the charity through our events, collection tins or raised by our kind supporters, 73p is spent on our care. The rest is split between essential fundraising costs and raising awareness of the charity to our supporters, which help us to raise the next pound, and overheads such

as Human Resources (which recruits staff, manages payroll and helps us get the best out of our staff and volunteers) and our Finance Team (which arranges insurances, processes donations, claims Gift Aid and VAT and manages our bank accounts).

If you would like more information on how we spend your donations, please take a look at our full accounts or contact us on info@havenshospices.org.uk

