



## **HOSPICE ISLE OF MAN**

### **Annual Reports 2018**

**HOSPICE CARE**

Strang ◦ Douglas ◦ Isle of Man ◦ IM4 4RP

**NOTICE IS HEREBY GIVEN** that the thirty sixth **ANNUAL GENERAL MEETING** of **HOSPICE CARE** will be held at **The Gough Ritchie Education Suite, in the Seminar Room, Strang, Isle of Man** on **FRIDAY, 21<sup>st</sup> June 2019 AT NOON** to transact the following ordinary business:

To receive and consider:

1. The 2018 Report of the Board of Governors.
2. The Report of the auditors and the Annual Accounts for the year ended 31<sup>st</sup> December 2018.
3. To elect one member of the Board of Governors in place of Mr Heath Craig who retires in accordance with the Articles of Association but being eligible offers himself for re-election.
4. To re-appoint Messrs Ernst & Young as Auditors and to authorise the Board of Governors to fix their remuneration.
5. The Governors would be happy to answer any questions that Members wish to raise.

**By order of the Board**  
**Mr P C Halliday FIOD FCIS**  
**Company Secretary**  
**This 31<sup>st</sup> day of May 2019**

**NOTES:**

1. **Only Members of Hospice Care may vote upon any Resolution. Members of HOSPICE CARE entitled to vote will have received a membership certificate.**
2. **A copy of the Memorandum and Articles is available on request of any Member by collecting a copy of the same from Hospice Care or on application in writing addressed to The Secretary.**

**HOSPICE CARE**

(An Isle of Man Company Limited by Guarantee and not having a Share Capital) (Registered No. 22473).

**HOSPICE CARE** is registered as a Charity under the provision of the Charities Act 1922 (No. 317) on the Isle of Man.

**THIRTY SIXTH ANNUAL REPORT**

Covering the year to the 31<sup>st</sup> December 2018.

**PRINCIPAL OBJECTIVE**

To provide an opportunity for enhancement of quality of life for people in the Isle of Man who are suffering from terminal cancer or who are otherwise suitable for Hospice Care and for whom palliative care is suitable and appropriate.

## Hospice Isle of Man

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### **PATRONS**

His Excellency Lieutenant Governor Sir Richard Gozney

### **PRESIDENT**

The Venerable Brian Partington OBE

### **BOARD OF GOVERNORS**

Chairman: Sir Miles Walker, CBE, LLD (hc) (retired 28<sup>th</sup> February 2019)  
Mr C Hall MA MSc FloD MIET (appointed 1<sup>st</sup> March 2019)

Hon Treasurer: Mr P E Dearden BA (Hons) FCA CIOT

Members: Mrs H Blackley BSc, DipM, FCIM  
Mr H Craig  
Mr P C Crossley BA (Hons), FCA, TEP  
Mr R Fayle BMed Sci (Hons) BM BS FRCOG MO ObstetGynaecol (L'pool)  
Ms E A Kelly BSc MRICS  
Mrs M Linehan RN RM (resigned 2<sup>nd</sup> May 2019)  
Mr. J McChesney  
Mr J McC W Rimmer  
Dr G Sissons MB ChB FRCP FRCR FBIR  
Mr A Thomson FFA FloD FIRP MCMi Dip Law

Company Secretary: Mr P C Halliday FIoD FCIS

### **SENIOR PROFESSIONAL STAFF**

Chief Executive: Mrs A Mills MSc Health Economics; M.A. Leadership in Healthcare;  
BSc Professional Practice in Nursing; PGCE; RN; RCN; MIoD

Director of Quality: Dr B D Harris BSc MB Ch B MRCGP DRCOG DPM CMS

Hospice Physicians: Dr O Ellis MBChB, MRCGP, BA Biomedical Ethics  
Dr J Needham MB ChB MRCGP DFSRH DHP PGC  
Dr J Scott MB Ch B DRCOG  
Dr K Wilson BSc (Hons) MB Ch.B MRCGP

Director of Palliative Care Services: Mrs C Bloomer Dip L&M NMP BSc BA Dip DN RGN

### RECEPTION CENTRE

Strang  
Douglas  
Isle of Man IM4 4RP  
Tel: (01624) 647400  
Fax: (01624) 647460  
email: [admin@hospice.org.im](mailto:admin@hospice.org.im)  
website [www.hospice.org.im](http://www.hospice.org.im)

### REGISTERED OFFICE

Strang  
Douglas  
Isle of Man IM4 4RP  
Tel: (01624) 647400  
Fax: (01624) 647460  
email: [admin@hospice.org.im](mailto:admin@hospice.org.im)  
website [www.hospice.org.im](http://www.hospice.org.im)

### Patient Care Committee

Mr R Fayle (Chairman)  
Mrs C Bloomer\*  
Ms Lynsey Christian\*  
Mrs D Corrin\*  
Mrs H Costain  
Mrs R Dalrymple\*  
Mrs S Elder\*  
Dr G Sissons  
Dr B D Harris\*  
Ms D Hart RN, Dncert, MSc, PGCE  
Mrs A Lester\*  
Mrs M Linehan (resigned 2<sup>nd</sup> May 2019)  
Prof S McGhee\*  
Mrs A Mills\*  
Mrs L Radcliffe (appointed 19<sup>th</sup> July 2018)  
Dr K Tebay  
*\*executive members*

### Finance Committee

Mr P C Crossley (Chairman)  
Mr M Beresford  
Mrs C Bloomer\*  
Mrs R Dalrymple\*  
Mr P E Dearden  
Mrs S Elder\*  
Ms A Kelly  
Mrs A Lester\*  
Mrs A Mills\*  
Mrs E A Quine\*  
Mr A Thomson  
*\*executive members*

### Marketing Committee

Mr M Bathgate (Chairman)(retired 16<sup>th</sup> January 2018)  
Mrs H Blackley (Chairperson)(appointed 12<sup>th</sup> April 2018)  
Mrs C Bloomer\*  
Mrs C Coleman  
Mrs R Dalrymple\*  
Mrs S Elder\*  
Mrs B Gore  
Mrs J Leslie\* (resigned 2018)  
Mr A Lodge  
Mrs A Mills\*  
Mr A Pugh  
Mr J Rimmer  
Mr P Sutton  
*\*executive members*

### Nominations Committee

Mr C Hall  
Mr C Crossley  
Mr R Fayle  
Mr P Halliday  
Mrs A Kelly  
Mr J McChesney  
Mrs A Mills\*  
*\*executive members*

## **CHAIRMAN'S REPORT 2018**

I was delighted to be invited to take over from Sir Miles Walker as Chairman of the Hospice Board of Governors back in April 2019.

I would like to take this opportunity on behalf of the whole Hospice family to thank Sir Miles and Lady Walker for their many years of unwavering commitment to Hospice Isle of Man. Having been a Governor during Sir Miles' chairmanship, I have seen first hand what an exceptional chairman and figurehead Sir Miles has been. Thanks to his leadership we have some fantastic foundations for the future and I am very excited to take on this new challenge and, together with the superb team, ensure we continue to develop Hospice in future.

Outside of Hospice, one of my most enjoyable previous roles was as Chief Executive of Manx Telecom. This was a complex organisation but the focus was very simple – to deliver excellent customer service by being innovative and by building a great team. I see many parallels between the two roles as everything we do at Hospice is about delivering an outstanding service to the community, being innovative in how we deliver our care and putting people at the heart of all we do.

The report from our Chief Executive, Anne Mills, details our exciting new strategy 'Much More Than A Building' and our commitment to support our community to live well, their way, to the end of life. The great thing about the strategy for me is that it is research based and really focuses on what hundreds of people have told us matters to them. The Board worked very closely with Anne and her team on the development of the strategy and will continue to do so as we focus on delivering the plan over the next five years and beyond.

One of our key goals is to ensure we are 'sustainable and fit for the future'.

Over the last 12 years since our current home was built, there have been significant changes in the needs of our patients, for example in 2018 31% of our adult caseload were non-cancer patients.

We are committed to delivering care to anyone on the Island living with a condition that is terminal or life limiting and as our patient needs become more complex, we must ensure that our care environment is fit for our future patients with a focus on providing greater independence, privacy and dignity. As a result on 17<sup>th</sup> June 2019, we started undergoing significant refurbishment works that will enable us to future-proof our services and deliver even higher standards of care in the future. The scope of the works is very broad but the planning and thought which has gone into this major project has been exemplary.

In order to continue to deliver the highest quality of care during this project, we will temporarily re-house some of our services during the refurbishment period, working closely with our partners at the Department of Health and Social Care and other community partners. During this period patients and their families will remain our top priority and regardless of location, we will ensure that we continue to deliver high quality care.

With the launch of our new strategy, the creation of new working groups to drive a range of improvement initiatives and the planning for the refurbishment project, Hospice Isle of Man has experienced its busiest year ever but we have already made significant progress in ensuring the team have the best possible systems, tools and training to meet our future challenges.

Going forward we will need to continue to manage our finances carefully, be more innovative in how we generate funds and create a range of volunteering opportunities that continue to encourage 'ordinary people' to do extraordinary things.

I would like to thank Anne Mills for her inspiring leadership and her infectious energy and passion for Hospice, her outstanding team for their professionalism, commitment and flexibility, our superb Board of Governors and Committee members for their wise counsel and tireless commitment to Hospice, our partners at the Isle of Man Government and the Department for Health and Social Care ("DHSC") for their support and every single person who has supported our fund raising activities in any way – the generosity of the Isle of Man community continues to be second to none.

## **Hospice Isle of Man**

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I would also like to say a special thank you to Mary Linehan, who has stepped down from the Board of Governors this year, for all of her dedication to Hospice both in the early days as a member of our nursing team, and latterly as Board Member. Mary's enthusiasm and passion will be greatly missed.

Finally a sincere thank you to our army of volunteers who work tirelessly within the building, in our shops and within the community, saving us over £1 million each year and a special thank you to those volunteers who have supported the refurbishment project so whole-heartedly, through taking on new roles or volunteering to temporarily relocate along with our services over the coming months. We have all been overwhelmed by your positivity and kindness.

Since I have been a part of the Hospice Board of Governors, every time I walk through the door I feel humbled by the enthusiasm, motivation and caring shown by the team of staff and volunteers here. On behalf of our patients, their families, and the Board of Governors my heartfelt thanks to you all.

**Chris Hall**  
Chairman

### Chief Executive Report 2018

Well we did it; we launched our new strategy "Much More Than a Building" in October last year and it really is an Island strategy to be proud of. It is based on what people told us is important to them and will be implemented keeping their key messages at the centre of planning, delivery and evaluation of care.

Indeed keeping people's lived experience of care as the basis of our evaluation will ensure this mind set of "What Matters to you Really Does Matter to us" is embedded in everything we do and it is now up to all of us as an Island community to work in partnership to deliver hospice influenced care to all who need it, where they need it, when they need it and by the right people.

So 2018 was the year we set out our stall to respond to the people who continue to tell us that at the end of their life they want to stay at home for as long as possible, be symptom free, maintain their dignity and have the assurance that hospice will be involved in their care either leading or influencing that care.

Sir Johnathan Michael's Review of Health and Social Care Report acknowledged hospice as "*providing excellent care*" and care that is "*truly person centred*".

Referrals to hospice continue to rise with 527 people referred in 2018 an increase of 7% from 2017. There was also an increase of 17% of those people who we supported in their final days. Everyone referred had their needs assessed and experienced hospice influenced care across many settings including home, hospice and hospital.

When we launched the strategy we acknowledged that hospice alone cannot meet all the future demands for all people who are dying as the numbers of frail elderly people who would benefit from a hospice care approach will rise and peak over the next decade.

The research and teaching team at our Scholl Academic Centre launched in March 2019 will continue to carry out research and evaluation, education and training based on peoples' lived experience to ensure we can demonstrate the added value of hospice influenced care.

They and the clinical team also participated in Quality Improvement training in collaboration with Cicely Saunders Institute to establish the Global Outcomes Complexity Collaborative to demonstrate that hospice care does improve outcomes for patients and families.

Providing exceptional care for all who need it and implementing our strategic commitments; *delivering what matters to people, working in partnership and keeping things simple* will require new ways of working, new ways of educating and training, new ways of evaluating the lived experiences of people and above all else TRUST!

During 2018 we have been working with trusted partners across our island system in the co-design of services and pathways which ensure Hospice Influenced Care to support more people to stay at home for longer which will include enhancement of our already established Hospice@Home service.

I mentioned Project ECHO in last year's report and I am delighted that this project has been highly successful in its first year working with Nursing Care Homes. Congratulations to the ECHO team as this project was highlighted as a beacon of good practice in the Health and Care Review and recommended to scale up across other health areas.

There is no doubt that hospice will still be the preferred and appropriate place for some people to die and alongside our Hospice Influenced Care project we have been planning to future proof our hospice building including Disability Act Regulations and we are able to do this through the generosity of a large donation for this specific purpose.

Being acutely aware that we also need to find and develop new income streams for the sustainability of hospice services, we launched "Wallabies Gone Wild" in collaboration with Wild in Art which demonstrates collaborative working at its best.

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In planning for the enhanced environment for our hospice building both children and adults told us that privacy and dignity was really important so we have responded by putting people at the centre of planning and worked back from basics.

Plans to improve the experience of our environment to be more person centred including updating our Braddan Lounge to have privacy in an open space, admission to hospice with shelter from wind and rain, privacy screens in our open spaces, equity in toilet, bathing and shower access, gentler experience for moving and handling with extended ceiling hoists, quieter therapy spaces, equitable access to sensory experience spaces including outside terracing for wheelchair/bed bound children, developmental messy play area, outside sensory play-ground, a bigger Jade's place space to meet the increasing demand for children's support and bereavement counselling and a new Rebecca House memorial garden.

DHSC partners have been very supportive in providing alternative accommodation and arrangements whilst this essential work is taking place as peace and calm is crucial for our patient and families.

Reflecting on 2018 I must acknowledge everyone who has given me their unstinting support for which I am truly grateful, but I could not write this report without acknowledging two very special people.

Firstly Sir Miles who announced in November he would retire as Chair of our Board of Governors and who has supported, challenged and laughed with me since I arrived at hospice, he has been a wonderful person to work with and has a passion for the work of hospice which will never fade.

I am very much looking forward to the next chapter in hospice history working alongside Chris Hall our new Chair and am sure we will be a great team.

Secondly Val Mulhern who has been an absolute rock of support, listening, organising and managing my office, I could not have achieved as much as I have without Val's hard work, loyalty and commitment to both me and hospice.

Thank you

**Anne Mills**  
Chief Executive



## **Treasurer's Report**

### **Introduction**

The main highlight from a financial point of view is that another very healthy surplus has been achieved. At over a million pounds it is very significant and will allow us to continue to provide the services which our research suggests the community finds so valuable and also help us to prepare for the future. I am grateful for your continued kindness and generosity.

### **Change**

Change is the new normal. That is a feature of the era that we live in and it applies to the Hospice as much as it does to anyone. The fund-raising team have, in recent years, had to shift from fund-raising in an overheated economy, to dealing with the effect a financial crisis followed by a long and slow recovery has on donations and we now face the continuing uncertainty of Brexit and locally a re-organisation of the DHSC.

For Hospices in general there is a need to move towards dealing with demographic change and this change will require greater integration with DHSC services.

### **Personal**

This is the 20<sup>th</sup> set of Hospice Financial Statements which I have delivered as Treasurer. Over the years the level of my involvement has changed as the Hospice team has developed its own skill-set and grown in size. At one time my involvement was reasonably significant but I am pleased to say it is now oversight only. The Hospice finances are well looked after by the in-house Finance Team and there is strong oversight from the Board and more particularly, the Finance Committee.

### **Financial Review**

Against this backdrop of a continuously changing environment we have to manage our finances so that we can continue to provide our service despite fluctuations in our income and also plan to cope with the additional requirements and costs of changing the way that we work.

Legacies are one of the most important sources of funds we receive. In recent years, Legacies have averaged nearly £2m per annum. We have an 18 month's reserves policy to deal with the variance in legacy donations.

Income as a whole was up by 16% and this produced a net increase of 81% in Comprehensive Income. Whilst Legacies rose significantly, donations were down by 29% and the investment portfolio made a loss. The shops achieved a net profit of £400k which is slightly up on the prior year.

With regard to salaries we generally have to maintain parity with IOM DHSC pay-scales as we share a marketplace for personnel. For a while, due to UK government-imposed austerity measures, pay-rises were infrequent and did not keep pace with inflation. The UK and IOM Health Services are trying to avoid previous delays in future and have outlined planned pay-rises for the next few years. The Board have, as a result, agreed a pay-rise of 3% and 2.5% for the years from April 2018 and 2019 and it is likely we will have to consider an increase of 2.75% from April 2020.

### **Relationship with Government and Funding**

The Hospice currently receives a grant from the IOM DHSC of £592k per annum. The arrangement with the DHSC was governed by an agreement that has now lapsed. This will be superseded by a Strategic Partnership Agreement which will set out new arrangements for delivering palliative care on the Island.

Negotiations are ongoing and the new contractual arrangements will be finalised in 2019.

### Investments

The Board has approved an investment strategy which is then supervised by the Finance Committee. Our strategy is to be long-term, low-risk investors. The objective of the investment policy is to provide financial stability and security. Our invested funds are not intended to be a long-term capital fund but instead are a hedge against the variability and risk of volatility inherent in relying on legacies and government funding. Without such a buffer we would be exposed to the need to reduce services in years in which there were income shortfalls.

### Strategy

In October 2018 the IOM Hospice launched a 5-year strategy which involves;

- supporting people to live with illness in the way that they and their families wish to;
- extending the services to all those who can usefully benefit from it;
- enhance care by training others;
- assist in the development of the Palliative Care service on the Island; and
- ensure that human, financial and physical resources are available to deliver services in future.

This strategy is ambitious and assuming we continue to receive the support of the Island's people, businesses and government, the Hospice will rise to the challenge. The recent enhancement of the Braddan Lounge and the forthcoming upgrade of the Clinical Areas are visible manifestations of the implementation of this strategy.

### Conclusion

Finances have strengthened, the resulting financial security will allow us to continue to support patients and their families and carers as well as to continue to explore ways to expand the service.

Despite change, the financial statements do make for encouraging reading and I thank you, the members, for the part you have and continue to play in our success.

### Phillip Dearden

Treasurer