



Martlets

life-changing hospice care

Annual Review 2017–2018



Welcome

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We are delighted to welcome you to this year's Annual Review. This edition highlights our achievements from April 2017 to March 2018 and showcases our successes, made possible by your continued support.

Thanks to your support, Martlets continues to provide high-quality palliative and end of life care for the people of Brighton and Hove and neighbouring areas. Over the last year, our aim has been to provide people living with terminal illness the ability to feel hope, purpose and possibility. This is achieved through the development of our community outreach services and outpatients support services.

The patients and their families are always at the centre of our decision-making. Therefore, it is our mission that the development or expansion of our services is designed to meet the needs of the people we care for. Our refreshed Vision, Mission and Values, developed this year, reflect where we are going and how we are going to achieve this goal.

We know that more people are being cared for in their own homes. The growth in services to reflect this change can be seen in the community and within our day services, where people, including carers, access a wide range of supportive care six days a week. The longer-term vision is that we can provide all of our services seven days a week, something we already achieve in many areas. Our 24 hour telephone hub service ensures patients, their families, and professionals can access the right support, advice and guidance when they need it.

Collaborative working with the wider community and hospital teams continues to form a key part of our objectives. It is this vital teamwork that ensures we can deliver the seamless care people need to access. The last on-site inspection by the Care Quality Commission (CQC) was in December 2015 where we received an overall rating of Good with a rating of Outstanding for our care.

Our services have have grown over the last 21 years since the hospice building first opened, and we are looking to the future needs of the hospice; involving patients and carers to design that future.

The care and commitment that staff and volunteers continually demonstrate towards all the people who access our services, needs to be acknowledged: we are hugely grateful and honoured to work with such an inspirational team.

On behalf of everyone here at Martlets, thank you for your continued support.

With very best wishes,

Imelda Glackin
Chief Executive Officer

Juliet Smith
Chairman of Trustees





Our vision, mission and values



Our vision

We want everyone affected by terminal illness to know they can still feel hope, purpose and possibility



Our mission

We are Martlets.

We provide people affected by terminal illness in Brighton and Hove, and neighbouring areas the very best care and support.

And we do far more than that, because we're part of what makes our local community such an amazing place.

We help people do the things they love with the time they have. Our life-changing hospice care gives people living with terminal illness hope, purpose and possibility. And we bring our community together to support families and individuals coping with bereavement.

We're at the heart of Brighton and Hove.



Our values

We care

For our patients and their loved ones, our teams, and our wider community. It's why we're here.

We're skilled

We're great at what we do and proud of how we do it.

We move mountains

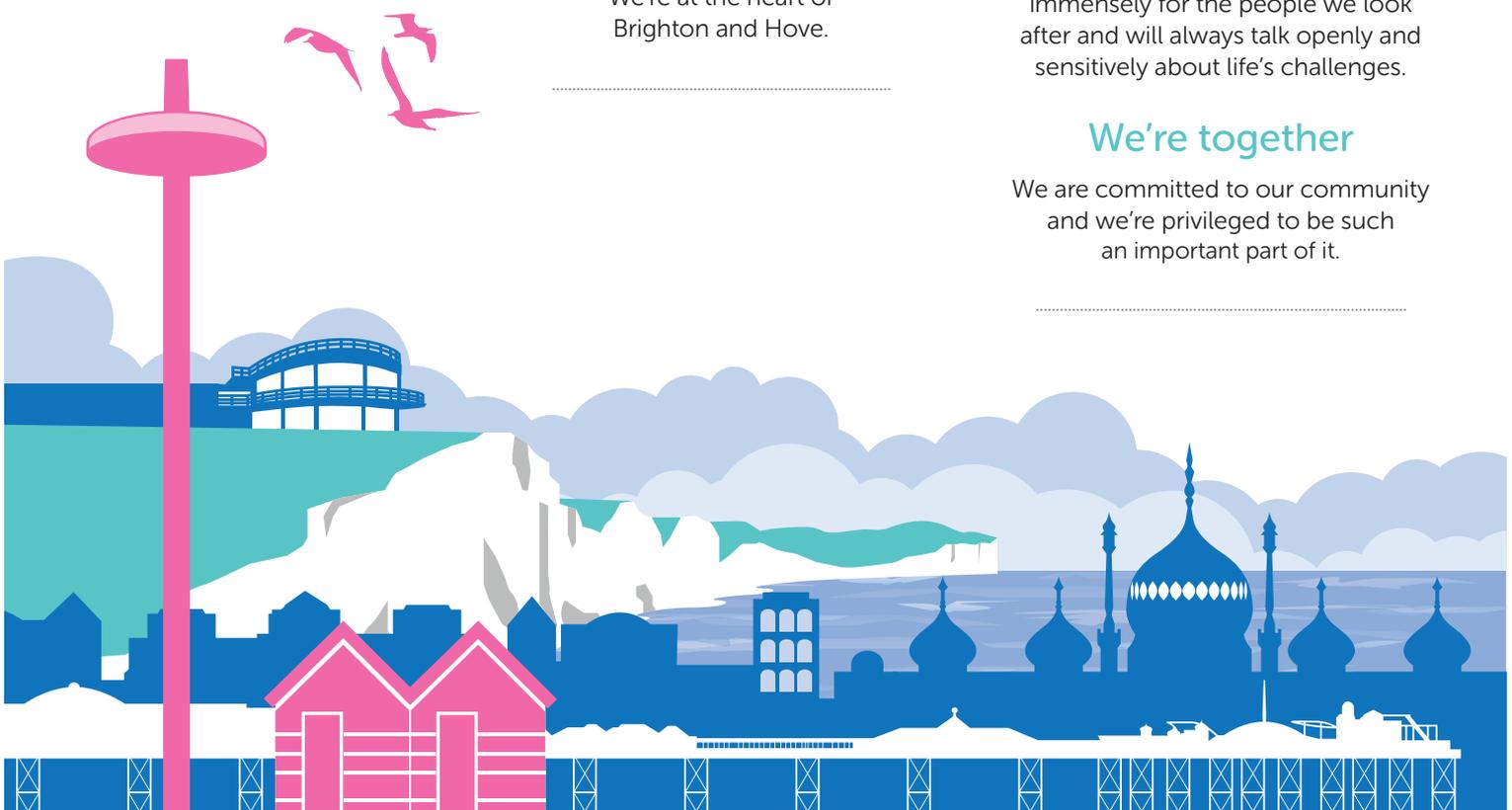
The minimum, the necessary, and the prescribed treatment. We go beyond all these to make people smile.

We're open

We're positive and we're always clear, honest and down-to-earth. We care immensely for the people we look after and will always talk openly and sensitively about life's challenges.

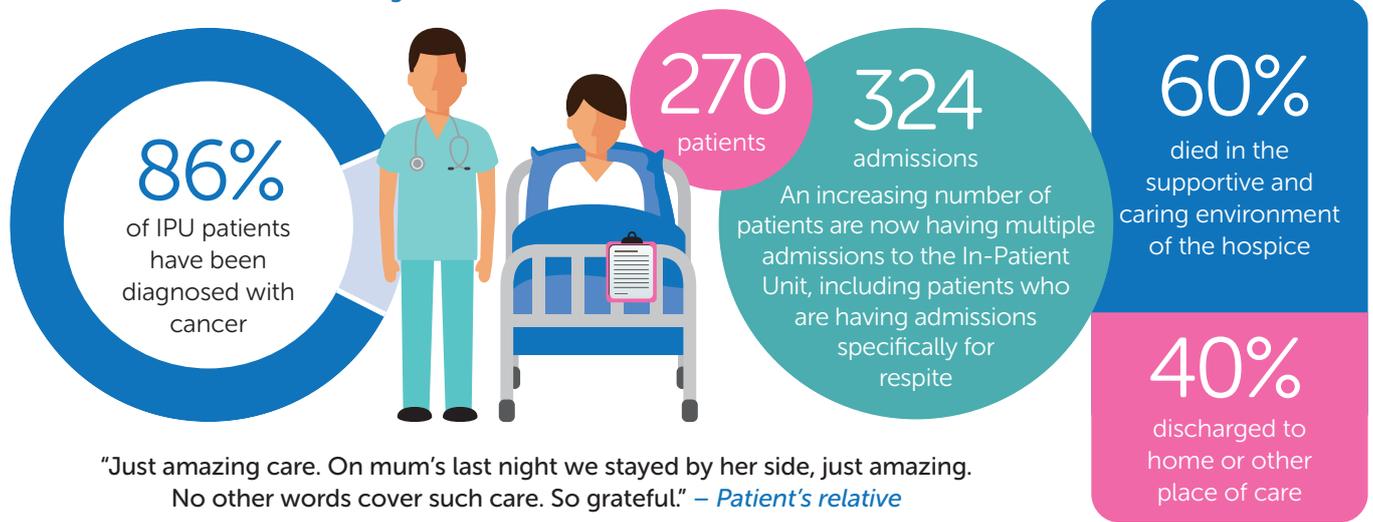
We're together

We are committed to our community and we're privileged to be such an important part of it.



Our care: hospice facts

In-Patient Unit Providing 24 hour care



Palliative Care Partnership (PCP)

The PCP consists of nurses in the Community Palliative Care team and the Hospice at Home team as well as other health and social care professionals

24,100 phone calls

received and made by the Palliative Care Partnership telephone hub, available 24 hours a day, 7 days a week and 365 days a year



Hospice at Home

374

patients seen by Hospice at Home

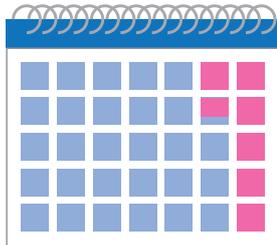
2,932

patients and carers provided with support and care across all our services



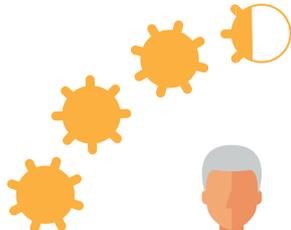
19%

of phone calls took place at the weekend



3.2 days

amount of time, on average, end of life patients were cared for



1,473 total number of service users



1,922 for respite

3,055 for end of life

4,977

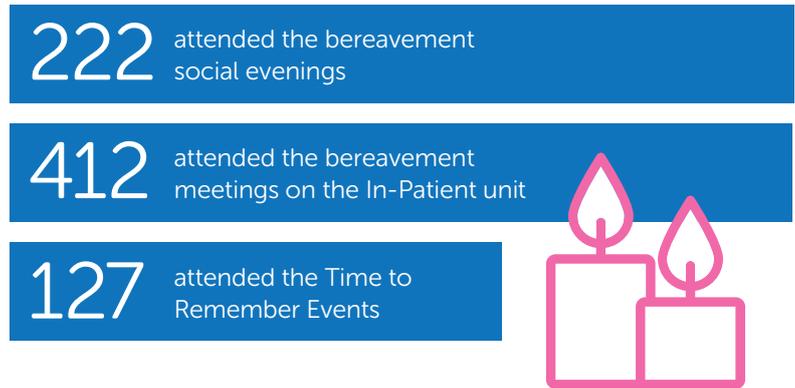
face to face visits

Our care: additional services

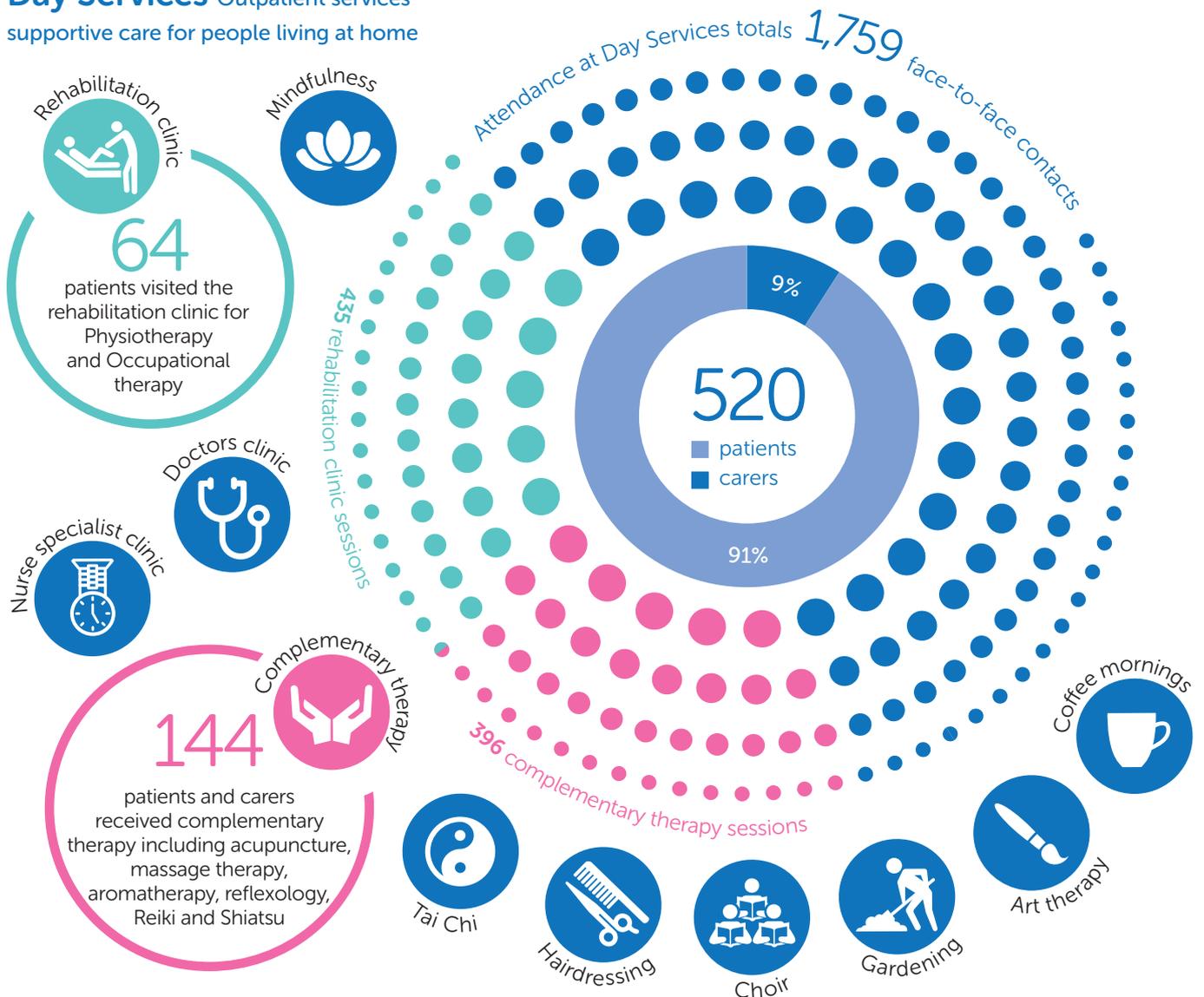
Bereavement services



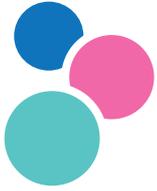
Attendance at special events designed to support family members, friends and the wider community:



Day Services Outpatient services supportive care for people living at home



Fundraising snapshot



Martlets lottery
6,430 people play each week



Martlets Raffle Tickets
5,562 tickets sold in the year

Santa Bus

covered **177** streets
helped by **128** volunteers



Light Up A Life

attended by over **400** people
remembering loved ones



KAPOW!
754 superhero participants



Zumbathon
153 dancers

Individual cash donations
11,859



Online fundraising pages
332 pages opened



Halloween ball
attended by **274** people
and 2 Snowdogs pups sold for **£12,500**



Christmas cards
77,000 sold through
our charity shops

Shop customers
3,400 each week
on average



A new Western Road shop
opened on **17 November 2018**



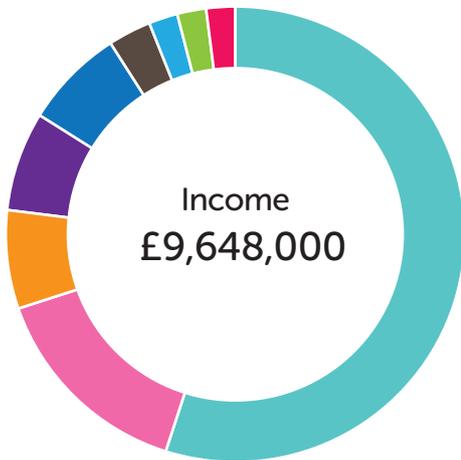
Corporate support
111 individual donors



i360 thank you evening
attended by **130**
supporters, partners and VIPs

Finances

How we raise our money



■ Legacies	£5,346,000	55%
■ NHS Grants	£1,484,000	15%
■ Martlets Lottery	£669,000	7%
■ Corporate, Community and Events	£656,000	7%
■ Individual Giving	£651,000	7%
■ Trusts and Other Non NHS Grants	£249,000	3%
■ Retail	£224,000	2%
■ Martlets Care	£173,000	2%
■ Other Income	£196,000	2%
TOTAL	£9,648,000	

How we spend it



■ Service	£4,026,000	68%
■ Support Services	£1,880,000	32%
TOTAL	£5,906,000	



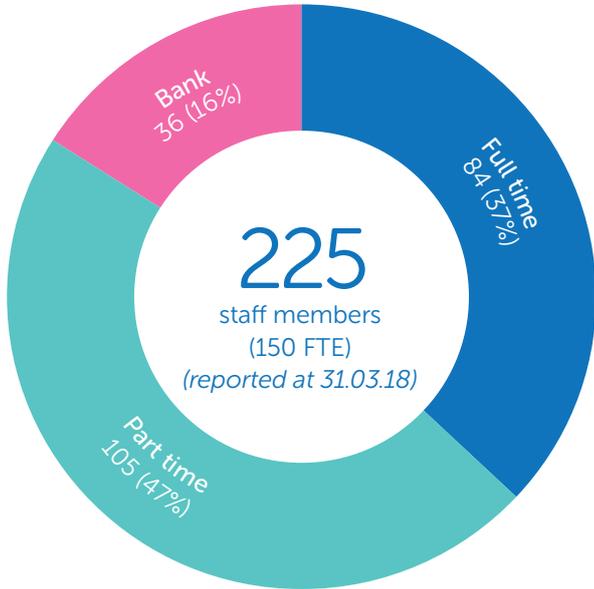
For every £1 donated

Spent on delivering our care and support **£0.87**

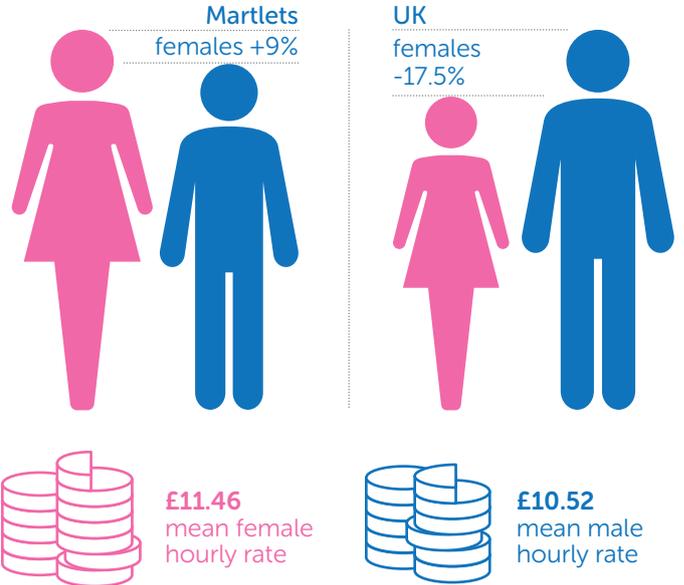
Spent on fundraising to secure further income **£0.13**

Our people

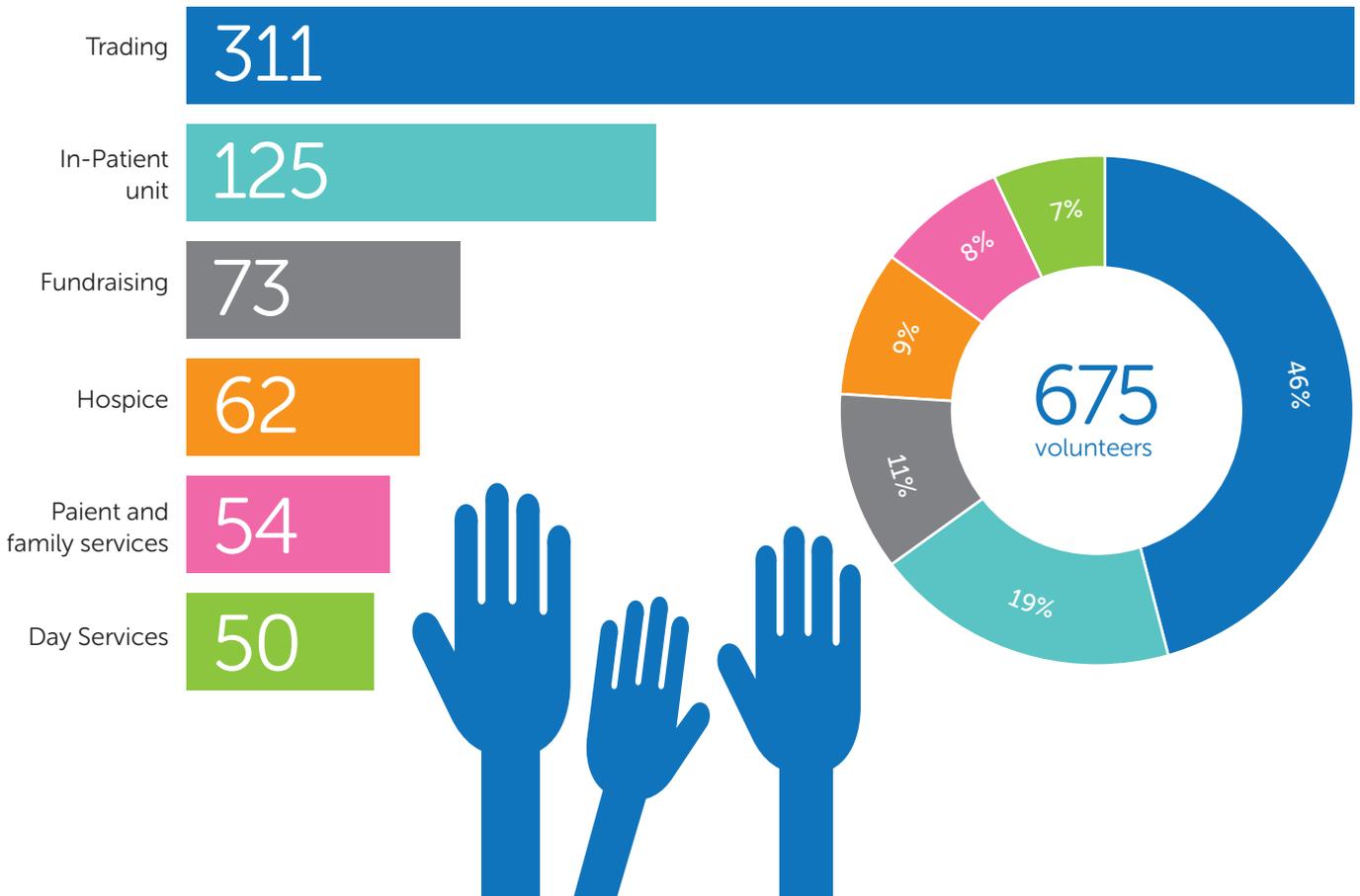
Our staff



Gender pay gap (mean at 05.04.17)



Our volunteers



Learning and Development

Training overview

Number of training days that took place



Number of people we trained



Number of courses we ran



Number of eLearning courses completed



Training achievements 2017-18: a snapshot

In 2017 Martlets developed it's own training programme to ensure the foundations for enhancing the skills of our managers. The whole programme is designed to help managers empower and engage staff and volunteers, manage performance and develop effective working relations and is the foundation for development of the People Services department. Here is a snap shot of our other achievements this year:

- Secured a Service Level Agreement with the University of Brighton to deliver their module - End of Life Care for People with Chronic and Long Term Conditions (Academic year 2019/20).
- Co-delivered a highly successful module (for third year medical students, entitled, 'Into that good night': Why do doctors find talking about death and dying so difficult'). This was in collaboration with Brighton and Sussex Medical School.
- Acted as consultants in the design and delivery of a new programme of Clinical Supervision for our staff.
- Rolled out new e-learning to our staff and for the first time. We are engaging with our volunteers to complete relevant courses.
- Collaborated with Day Services and Chaplaincy on the design and delivery of a rolling programme of training with Community Faith Leaders.
- Collaborated with our Marketing and Communications team and launched a new staff and volunteer newsletter, *Heartbeat*.
- Collaborated with our Marketing and Communications team to develop, support and launch Martlets' new Vision, Mission and Values.
- Developed new customer service training and will be delivering this to our retail staff in 2018-19.



A selection of qualifications achieved in 2016-17:

- BSc (Hons) in Professional Practice (end of life pathway)
- Non Hons degree in professional practice (End of Life pathway)
- Nurse Prescribing course
- Research: Methods, critical appraisal and utility module, level 6
- Leadership and Management in care organisations module
- Foundation degree in Health and Social care June 2017

Structure, governance and management

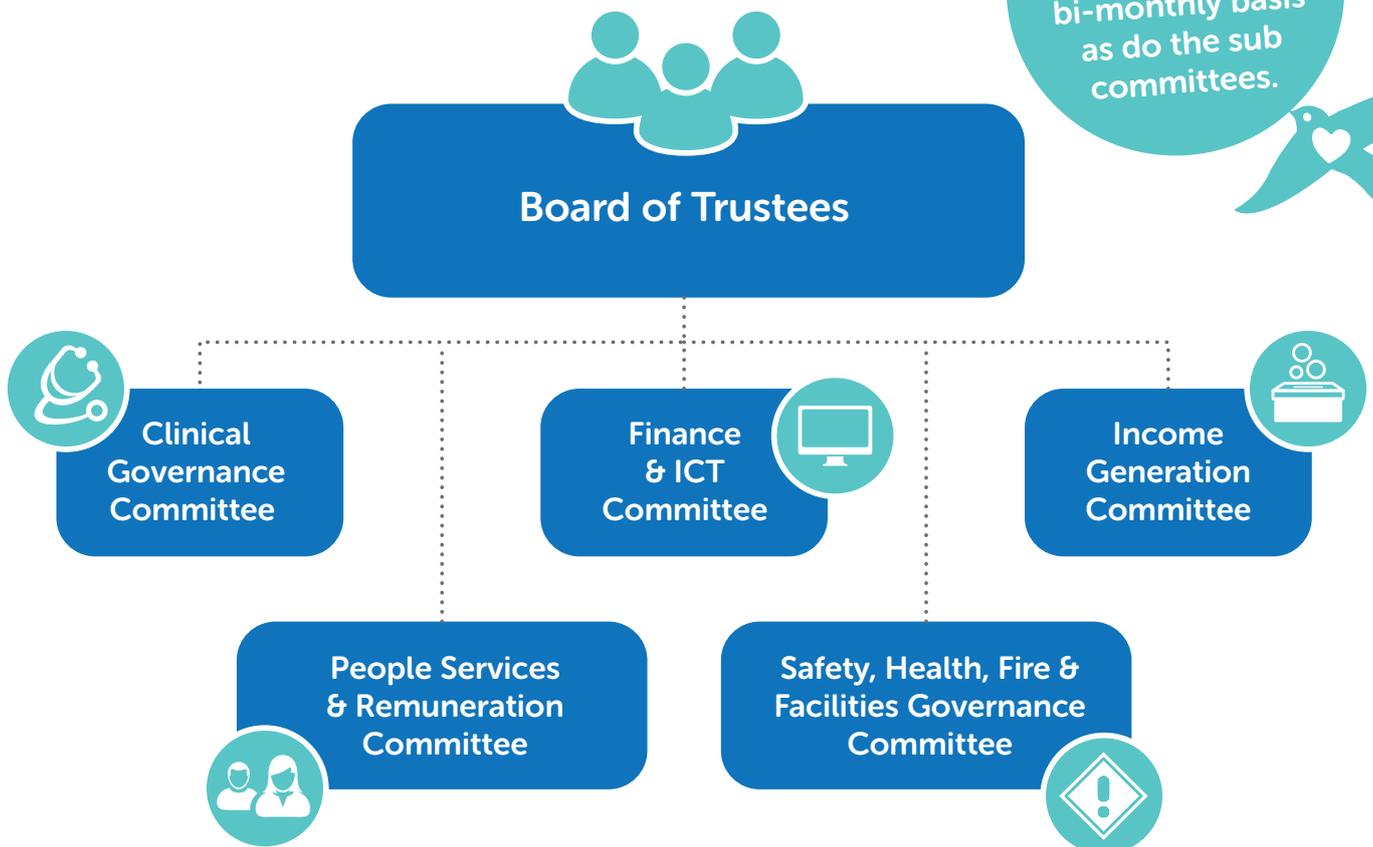
Governance

The Structure of the Hospice

The Board of Trustees is responsible for the overall governance of Martlets which includes overseeing strategy, performance and compliance with all legislation. Martlets has two subsidiaries, Martlets Trading Co Limited and Martlets Care Limited, both of which have been established to provide income for the Charity. Governance is an umbrella term for the systems, processes and types of behaviour that enable trustees to hold the organisation in trust, steer its work and optimise the benefit to current and future beneficiaries. This is achieved through the Board creating a further five sub committees where they can examine each area in greater detail.

- **The Clinical Governance Committee:** oversees the quality of patient care and the committee ensures compliance. As per the Care Quality Commissions (CQC) framework we ensure the care is safe, effective, caring, responsive and well-led.
- **The Finance, Information, Communication and Technology Committee (ICT):** develops key financial and technology related policies, oversees the technologies strategy, and review budgets, forecasts and monthly management accounting.
- **The Income Generation Committee:** This committee’s purpose is the governance of income generation and marketing, providing strategic direction, particularly in relation to the long-term view, ensuring sustainability.
- **The People Services and Remuneration Committee:** This Committee is responsible for governance matters in relation to recruitment, retention and management of staff and volunteers.
- **The Safety, Health and Facilities Committee:** This new committee was set up in 2017 with the responsibility to oversee and ensure compliance in all organisational safety, health and facilities matters.

Our Board of Trustees meets on a bi-monthly basis as do the sub committees.



Gordon's story

Gordon, 39, is a patient at Martlets. In February 2018 he was diagnosed with early on-set motor neurone disease (MND). Here he talks about the journey he's on, how his life has changed since his diagnosis and how Martlets is caring for him along the way.

I was diagnosed with motor neurone disease in February 2018. My friends had picked up on my slurred speech, and suggested I see a doctor. I was referred to a neurologist who ran me through a series of tests: MRIs, nerve conduction studies, and lumbar punctures. Within two weeks of the tests I was told that what I was experiencing was early-onset motor neurone disease.

The diagnosis of a terminal illness, with a median life expectancy of three years, was a complete shock. I have two children, who are three and five years old, I have a wife, and a job that I love, and so if you throw a terminal diagnosis into the mix, it's going to create a lot of suffering for myself, my family and my friends. Not only have I needed to get my head around issues with mortality but also getting my house in order, before I check out. That's not something you envisage needing to do at the age of 39, but Martlets is helping me cope with every aspect of the journey.

The neurologist that I work with here at the hospice has a multidisciplinary team, which includes an MND coordinator, a speech therapist, a nurse and a palliative care professional. When I came down to the hospice for my very first meeting with the team, I thought: "Bit early for this", you know, "Bit too early in the diagnosis to die. So, I wonder what the context is."

One of the great misconceptions about palliative care is that we often view it as end of life and think of a person being in a ward, taking their last breaths. Since that first day here, Martlets has flipped that perception on its head for me.

Martlets is so much more than end of life care. The support I've received in the context of my initial diagnosis has included symptom management: how to deal with different symptoms as and when they arise or get worse. I've also received guidance for how to broker the news with my children and how to talk about work if my symptoms degenerate to the point where I might need different types of support. Not only have I received services to aid my initial diagnosis, like speech and language therapy, but Martlets offers a whole other holistic side to the care here, including counseling, Reiki and massages for me and my wife. And, I have to say, even though the gravity of the situation is serious and life-changing, if I didn't have this kind of provision available, it would make it all so much harder.

I'm a teacher, and I'm totally fit to work. My speech is getting affected, but my employers have been fantastic. After I was diagnosed, I came out of hospital, spent a couple of weeks with my family and then went straight back to work full-time. From my point of view, MND is a diagnosis, the prognosis is hugely variable so, I could have one, two, three, four, five years and within that time, the quality of my life could vary hugely. But my sole aim, really, is to live life as normally as possible whilst I can.

Even though it's a personal tragedy to my family, and myself, there is still so much that I can offer in my job. It's an important part of my identity. Maintaining your identity is hugely important after receiving a terminal diagnosis: whatever your terminal illness is, it doesn't define who you are. So, ok, I've got MND but that doesn't define who I am or the journey that I choose to take. I think that the most important thing is to have trust in yourself. That if you're given a



"Whether you give regularly, take part in fundraising events or volunteer your time, your support immediately impacts the lives of everyone being cared for at Martlets."

terminal diagnosis, you will be able to cope. You will be able to function and your life can be really joyous, even in the face of adversity.

This time for me, and I imagine for anyone faced with a terminal illness, is a time for looking at all of the existential questions about my existence: what it all means. For anyone in my position, it's a chance to challenge those head-on questions and not be scared. It takes a lot of courage to think about the unthinkable, contemplate on it, reflect on it and investigate: why this is happening to me?

But if, in my opinion, you want to make your journey more fruitful by giving love and getting your mind right about how you can live with this knowledge, then you have to face those challenges. You have to face them with an open heart and prepare to be afraid. There's nothing wrong with the ultimate, which is death. The sooner you can bring that concept closer to you, the more you can live in the moment.

It's been three months since I received my diagnosis and it's been a difficult thing to take on board. I've been very lucky that I come from a multi-faith background. I was raised a Catholic but I have Buddhist family, and so I have a meditation practice which helps me feel anchored in the present moment. I think when you are facing death, choosing to live in the moment is the best opportunity to live a rich and full life for however long you have with your family and your friends. And from that point of view, my mindfulness practice is the bedrock of how I live.

Mindfulness is about mentally preparing for life whatever you're faced with, whether that's a difficult day at work, a difficult relationship, or a terminal illness. My practice has enabled me to have the strength to live every day to its fullest, to have each day with my family or at work and get the most out of it.

I was in hospital when I received my diagnosis three months ago. There was a fantastic chaplain there, a vicar, who said to me: "Do you know what, Gordon, sometimes it's the people who know that they are dying who truly know how to live." I think there is a gift within that. People are very unaware and very unconscious about how they live life until something life altering, like a terminal diagnosis, hits them. What they do with that knowledge is not so much about their reaction to it – instead, it's how they respond. The situation asks how you will respond to it in a way that will be meaningful... my answer to that is to give love to others, to make your life valuable, however long you may have.

Gordon



Future Focus

The following objectives continue to drive the strategy forward for the organisation in all areas so that we achieve our vision which is that people of Brighton and Hove, and neighbouring areas, with a terminal illness can still feel hope, purpose, and possibility.

Increase our reach

Through the delivery of a refreshed Clinical strategy we will identify gaps and opportunities for people who should have access to Martlets services in a timely and effective way. The strategy will address all areas of care and support service and work collaboratively with the wider teams to achieve this. This will be achieved through In-Patient care and within the community. At the same time, we need to widen our donor and supporter base to ensure we remain financially sustainable.

Ensure we communicate the services we provide to our community and receive feedback

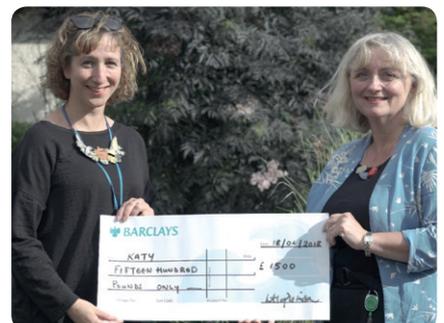
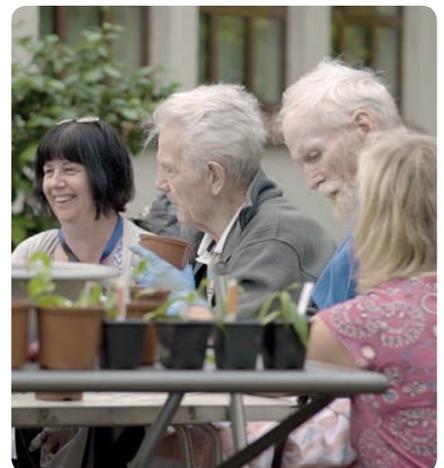
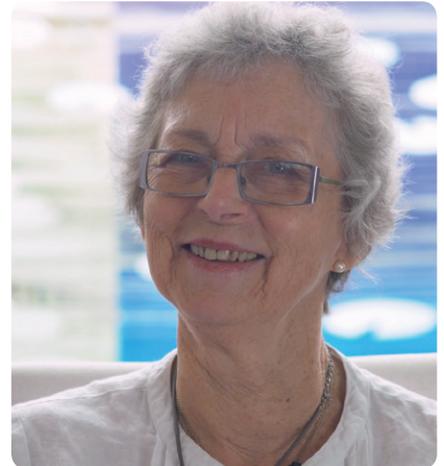
Widening access to services relies on patients, professionals and families having the full understanding of the services provided. At the same time, we need to ensure that patients and their families are reviewing and advising us on their experience and their needs. Martlets uses multiple communication channels to get our messages and information to the various groups of people.

Maximise our income to enable service development and sustainability

We will continue to focus on creating a robust income generation strategy, understand collaboration opportunities to reduce costs, introducing new and innovative business ventures, ensuring clarity with donors on the impact of Gift Aid declarations, and securing all available statutory funding.

Measure impact and outcomes

Demonstrating impact through a suite of measurable outcomes is a key priority in all areas of the organisation. Within the Clinical services a new suite of measures has been designed, at national level, which will for the first time give us more reliable results demonstrating the value of what is delivered.



Following are specific initiatives that fulfil the core strategies in the new financial year:

Interior Building Renovation for Service User Enhancement

In the financial year Martlets reported building works that have been primarily focused on enhancing the experience of patients arriving at the hospice. The next phases of building works are to renovate the interior of the building to enhance all areas of internal patient spaces and creating new ones to further develop service delivery. There is a significant amount of preparation involved prior to any building works commencing. In the new financial year, there will be a significant amount of consultation and planning to arrive at a tender that can then be offered to contractors on a defined scope of works.

Patient Safety

Martlets has selected a new software system for reporting, investigating and monitoring accidents, incidents, near misses and drug errors across all clinical services. This will ensure that all clinical accidents, incidents, near misses and drug errors are reported in an efficient manner. Reliable and robust reporting on all incidents will enable managers to view incident details, investigations and reports whenever necessary, rather than more manual monthly reporting schedules. The documentation of investigations and subsequent action will enable the improvement of learning taken from these incidents and enable further quality improvements to be made.

Clinical Effectiveness

Martlets wishes to develop our process for triaging patients on referral to the services to improve patient care, multidisciplinary working and the measurement of clinical outcomes. The desire is for patients to access services most appropriate to them in a timely way, avoiding duplication and unnecessary internal referrals between services. The triage of patients should be a holistic approach to providing the necessary care and support. We want to incorporate clinical outcome measures at the point of triage to support both the prioritisation of patients and their access to services, to enable the effectiveness of subsequent interventions to be captured and monitored. The Integrated Palliative Care Outcome Scale will be introduced to the triage process, which will include clinicians from across the clinical services working together in a triage team.

Snailspace

In the autumn of 2018 Martlets is unveiling its second public art trail, Snailspace. Following the successes in 2016 of Snowdogs by the Sea, this is another collaboration with Wild in Art and will see 50 giant snail sculptures displayed on the streets of Brighton and Hove. These will be joined by 57 small snails as part of the junior Snailway project working with schools and youth groups across the city. The large Snails will be auctioned in December 2018 to raise funds for Martlets.

Organisational Partnership and Development

Martlets is committed to promoting an inclusive culture and the People Services teams are supporting initiatives, for more apprentices and intern placements as well as flexible working arrangements. Partnerships have been formed with Black and Minority Ethnic Community Groups to embrace diversity. New partnerships include Brighton and Sussex University Hospitals, an acute teaching hospital, and Care Homes to deliver new training courses. People Services are also supporting the clinical strategy by building internal capability to aid workforce change management across our service delivery teams. This will assist in the delivery of an emerging workforce over the next three years. New customer service training modules have been developed, starting with a roll out to our retail shop staff working in Martlets shops.



Our thanks

We would like to thank the many individuals, schools, faith groups, community groups, sports clubs, charitable trusts and local businesses who support us each year. The majority of our funding is generated by local people and we hope to continue to build strong mutually beneficial partnerships in the future.



Martlets Hospice
Wayfield Avenue, Hove BN3 7LW

  [martletshospice](https://www.themartlets.org.uk)
www.themartlets.org.uk

Registered Charity Number 802145



Leadership Team

Imelda Glackin, Chief Executive
Dr Simone Ali, Medical Director
Sharon Howes, Director of People Services
Sally Brighton, Director of Income Generation
Bobby Dhol, Director of Finance and IT Facilities
Karen Taylor, Director of Clinical Services