



# Welcome



It is a real pleasure to share with you the impact Martlets has had in delivering an essential palliative and end-of-life care service over the last year. Our vision is to ensure that everyone affected by a terminal illness can feel hope, purpose and possibility. In a year like no other, our vision has been even more important to the communities we serve across Brighton and Hove, the Deans and the Havens.

This impact report highlights our agility and determination to deliver essential care to local people despite the sudden and enormous challenges posed by the COVID pandemic.

The speed with which our teams had to change and adapt to ensure we could keep caring safely was phenomenal. Our specialist community teams, in full PPE, continued to visit people in their own homes when they needed it. We also delivered supportive outpatient care via online video-conferencing and telephone, and for many members of staff, their home became their office.

In the face of these rapid changes, we remained committed to improving patient safety, clinical effectiveness and the patient experience. That

we were still able to successfully implement migration to SystmOne – a highly effective digital patient record system – is a huge credit to all involved and this has improved access for patients and carers from point of referral onwards. Furthermore, our work with local care homes and with people who are vulnerably housed, or experiencing homelessness, has seen us reach deep into our community.

As we reflect on the year, we are especially grateful for the kindness and support shown by our many supporters, volunteers and highly skilled teams. A huge thank you to the individuals, community groups, local businesses and charitable trusts who have continued to give so generously of their time and their money to help keep Martlets caring.

We have exciting plans to improve our hospice site to ensure that safe, dignified and compassionate care will remain accessible for our community for many years to come. Martlets is at the heart of Brighton and Hove, and with your continued support we will achieve this bold vision.

With warmest wishes,



**Imelda Glackin,**  
Chief Executive Officer



**Juliet Smith,**  
Chair of Trustees



# Julian's story



**Husband and wife, Andre and Moira, were desperate to spend their last days together in the home they had shared for more than 50 years. Their grandson Julian explains how Martlets helped them have their wish.**

Earlier this year my grandfather Andre's health was in decline. He had heart failure and it was clear he was getting towards the end of his life. Andre and my grandmother Moira had been married for 65 years and they were desperate to stay in their home and not be separated. Martlets made sure they could be together right up to the moment my grandfather died.

My grandparents met in Paris a few years after the end of the Second World War. It was purely a chance meeting — my grandfather was French and living there, and my grandmother was on holiday with friends. He happened to be out walking one day and bumped into her. They liked the look of each other and exchanged numbers.

Over the next three years they had a very romantic courtship and would meet 'as friends' whenever they could, either in England or France. They married in the late 1950s and moved into their house in 1962. That house became an integral part of their married life as they spent most of their lives together there.

At his first signs of real decline, my grandfather needed to go into hospital for his condition to be managed. It should have been a relatively short stay, but there was an outbreak of COVID on the ward and he had to be isolated for some time. With the need for respite care on discharge, it ended up being a three-to-four-week separation for him and my grandmother; that was a big wake up call for them both. This became their main concern as their health declined. They were worried that one of them would deteriorate and be taken off to hospital and then they wouldn't be together at the end. Martlets' community team visited them at home to review the care situation. They were so respectful and straightforward, and offered the support my grandparents wanted and the backup we needed as a family. The team at Martlets absolutely understood their concerns and recognised their bond immediately. So, when the time came, they arranged for special hospital beds to be brought in and put side by side. It meant they could get the individual care they needed in adjustable electric beds, but still be together.


**"When my grandfather died, my grandmother was lying in the bed next to him holding his hand. Martlets gave them that dignity."**

Because my grandfather had heart failure, he began to deteriorate quite quickly. He had many symptoms that needed managing to keep him comfortable. The Martlets team were on hand for all of that, visiting whenever we needed them. My grandmother had also got frail and the turning point came when she couldn't really get out of bed anymore. That's when Martlets provided the beds which were so important. It meant that whatever happened they had the optimal equipment in place for best care.

The hospice community team enabled them to be at home, where they wanted to be, right to the very end of their life together.



# Caring for our community



During 2020-2021  
we directly helped  
**2,918** local people  
affected by  
terminal illness

**1,942** patients and  
**976** carers were  
helped across all  
Martlets' services



**216**

people were  
nursed on our

**inpatient unit**

**21%**

decrease in  
people cared  
for on our IPU

**82%**

of patients admitted to the  
IPU were supported  
at end-of-life

**11%**

increase  
in patients  
admitted with  
non-cancer  
related  
conditions

**24%**

of patients  
cared for had  
non-cancer  
related conditions  
such as motor  
neurone disease,  
Alzheimer's and  
chronic heart  
disease

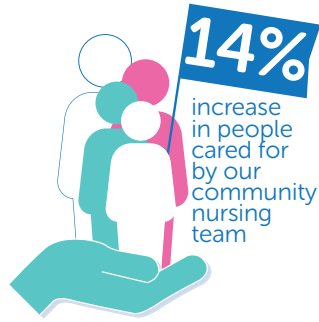
**Inpatient unit**

**18%**

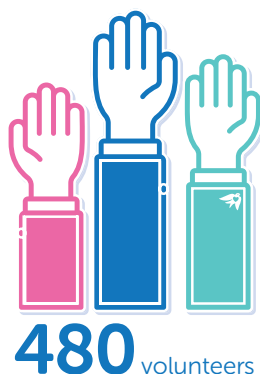
of our  
IPU patients  
were discharged  
home or to a  
care home



## Community and outpatients



## Our people



# Facing up to COVID



## Inpatient unit (IPU)



Our expert clinical teams worked hard throughout the pandemic to ensure that inpatient care continued to be offered safely and efficiently. With the need to socially distance, we had to reduce our IPU bed capacity from 18 to 12 beds (using our four-bedded rooms as single occupancy). There was

a reduction in admissions as many people wanted to be cared for at home during the pandemic (this was supported by the community teams). When visiting was limited, we encouraged connection between inpatients and their loved ones by asking families to send in cards and pictures. Staff also helped facilitate 'virtual visits' through video-calling, using our IPU hand-held tablets.

"Although Becca was unconscious during the end stage, the nurses found a soothing face pack in her room and popped it on her as she slept, because they knew Becca loved a bit of pampering. When they gently took it off, her skin was glowing. So, I was able to whisper to her, 'you look beautiful'. The staff were really busy, yet they took the time to make that gesture. They understood that Becca was a person who deserved dignity right to the end."

Li, Becca's doula (end-of-life companion)

## Community and outpatients



Our community teams continued to provide essential care to people in their own homes throughout the pandemic. All outpatient services onsite were closed, but we adapted quickly to offer phone and video support, encouraging a sense of togetherness and purpose. Our expert teams continued to provide emotional

and practical support via online counselling and physiotherapy sessions, coffee mornings and choir socials, and wellbeing classes such as yoga, meditation, art and life writing. Our 24-hour phone hub experienced a 44% rise in calls, and the Compassionate Neighbours scheme helped reduce isolation by offering one-to-one befriending support for patients and carers via telephone.

"I remember going to see an elderly person at home who was dying. His son couldn't be with him as he lived hundreds of miles away and COVID restrictions were in place. I had to hold an iPad in front of the patient while his son said goodbye to him via video call. It was so hard. You shed a few tears and then compose yourself, as you have to go on to visit the next patient and be strong for them and their family. I'm looking forward to the time when I'm allowed to give little cuddles again."

Julie Surtees, nursing sister, Hospice at Home team

## Volunteers and supporters



From signing up to our Compassionate Neighbours initiative to working in our PPE warehouse hub, our dedicated team of volunteers helped keep Martlets caring. At the beginning of the pandemic, PPE was in short supply across the country and, at the request of Hospice UK, Martlets' warehouse in

Hove became an essential UK distribution hub. Millions of items of PPE were distributed to 16 hospices across the South East. We were so grateful to the individuals and businesses who donated PPE face shields, made using their 3D printers. PPE items including ear thermometers, masks, scrubs and other protective clothing were also donated, along with cleaning products and food treats to support staff and patients.

"I watched a news report on how people were using 3D printers to make face shields for doctors and nurses in need and thought there's no reason why I can't do this to help. I raised money on GoFundMe to cover the costs and produced 480 face shields. I disinfected them all, packaged them up and donated several batches to Martlets."

Emmanuel, design student, University of Sussex

## Income generation



In line with Government guidelines on social distancing, we had to cancel our major fundraising events and close our Martlets shops for long periods. So, we were delighted to receive a series of exceptional donations and grants from charitable trusts, major donors and local businesses – made in response to the COVID

crisis. Our community also responded by giving generously to our two crisis appeals, and by signing up to take part in sponsored fundraising challenges at home. From computer games and rowing machine marathons to taking part in March for Martlets (when local people walked, ran or literally marched their way through the month of March to raise funds), the response was phenomenal. We also stepped up our online shop sales with volunteers helping us sell vintage clothing and valuable donated items via our website.

"For March for Martlets, I walked 41 km for 41 years of marriage in memory of my husband Paul and raised more than £1,000. Paul spent his last days on Martlets' inpatient unit and even when he was heavily sedated and may not have known what was going on the staff spoke to him with the utmost sensitivity and respect, as if he were fully awake. That was incredible to me – the staff are so busy, yet they take time to do that. It is just priceless."

Monika, fundraiser



# Challenges and achievements



Despite the challenges we have faced over the past year, Martlets has moved forward with several key projects:

## SystemOne – a new electronic patient record system

We have now implemented SystemOne which will enable more effective, safe and efficient sharing of clinical information with external services. We worked with a system consultant and a project team to ensure that documentation and reporting requirements for each clinical service were met. A new clinical systems manager role was created, and staff training commenced in January 2021. SystemOne then went live in February following many weeks of training. The new system will vastly improve liaison with other community health hubs, ensuring that patients receive connected care across local services.



## End-of-life care for Brighton's homeless

Martlets is working in conjunction with the Sussex Community Foundation Trust (SCFT) Community Homeless Team. We are teaching key workers in the community about palliative care, so they can better support those who are homeless and vulnerably housed at end-of-life. The project was made possible by a grant from the Masonic Charitable Foundation and was delayed due to COVID-19 restrictions. However, Senior Staff Nurse Helen Lyons, who is leading on the project for Martlets, was able to begin in January this year.



"The average age someone on the streets will live to is just 47. For those who are homeless or in hostels, end-of-life can often be a desperately lonely and traumatic experience."

Helen

Helen and others have been offering a palliative care education and support programme to staff working in hostels, day centres and other care settings. During the pandemic they have delivered teaching sessions using online video-conferencing, and these will continue until the end of the year.



# Be a part of our moving story

After a difficult year we are now looking ahead. As Martlets approaches its 25th anniversary we have exciting news to share.

We are launching an ambitious programme to reshape and rebuild our hospice to meet the needs of local people affected by terminal illness over the next 25 years.

The demand for our expert hospice care services has never been greater. Over the years, we have adapted and grown our services to meet the needs of local people in Brighton and Hove and the Havens. Martlets is a leader in end-of-life care and plays a vital role in the community. The challenges of COVID-19 have highlighted the urgent need to build a new inpatient unit and community hub which is fit for the future. It will enable us to continue providing the essential, high-quality services our community depends on us for.

The plan is to deliver an entirely redesigned building created with care and built using the most advanced and sustainable materials. Over the next two years, our vision is to create a spacious, welcoming and life-affirming hospice hub that includes:

- 14 modern, fully-equipped en-suite inpatient rooms to give people the privacy and dignity they deserve, including a flexible two-bed suite to enable families to spend time together.
- enhanced family and visitor areas where patients can spend time with loved ones in a comfortable and spacious setting.
- new treatment, therapy, gym and counselling facilities to provide the very best individual care.
- redesigned and reconfigured outpatient and community spaces to deliver essential social and wellbeing support.
- a beautiful sanctuary space where patients and visitors can find peace and solace.

- landscaped sensory and memory gardens so that patients and their families can enjoy a restful and uplifting outdoor environment.
- new clinical and support team offices to enable our expert staff to work more efficiently and collaboratively to deliver the very best in patient care.

## Help us raise the £2million we need to achieve our vision

This is an ambitious project which reflects the scale of the community demands we now face. We have worked hard since 2018 to develop financial plans which will enable our vision to become a reality. We have been able to raise £6m towards the costs of rebuilding and redesigning our hospice hub through careful financial management of both donations and expenses. Although this gives us a strong foundation to work from, it means that we still need to raise an additional £2m to deliver the project in its entirety. We will begin work on the first phase of the project in 2022, and plan to reopen our new hospice care hub in 2023. In the interim, we will move our IPU and community services to temporary accommodation within Brighton and Hove, so that we can continue to serve our community even as we rebuild our hospice hub.

With your support, we'll create essential new facilities that will keep Martlets caring.



# How we raised our income



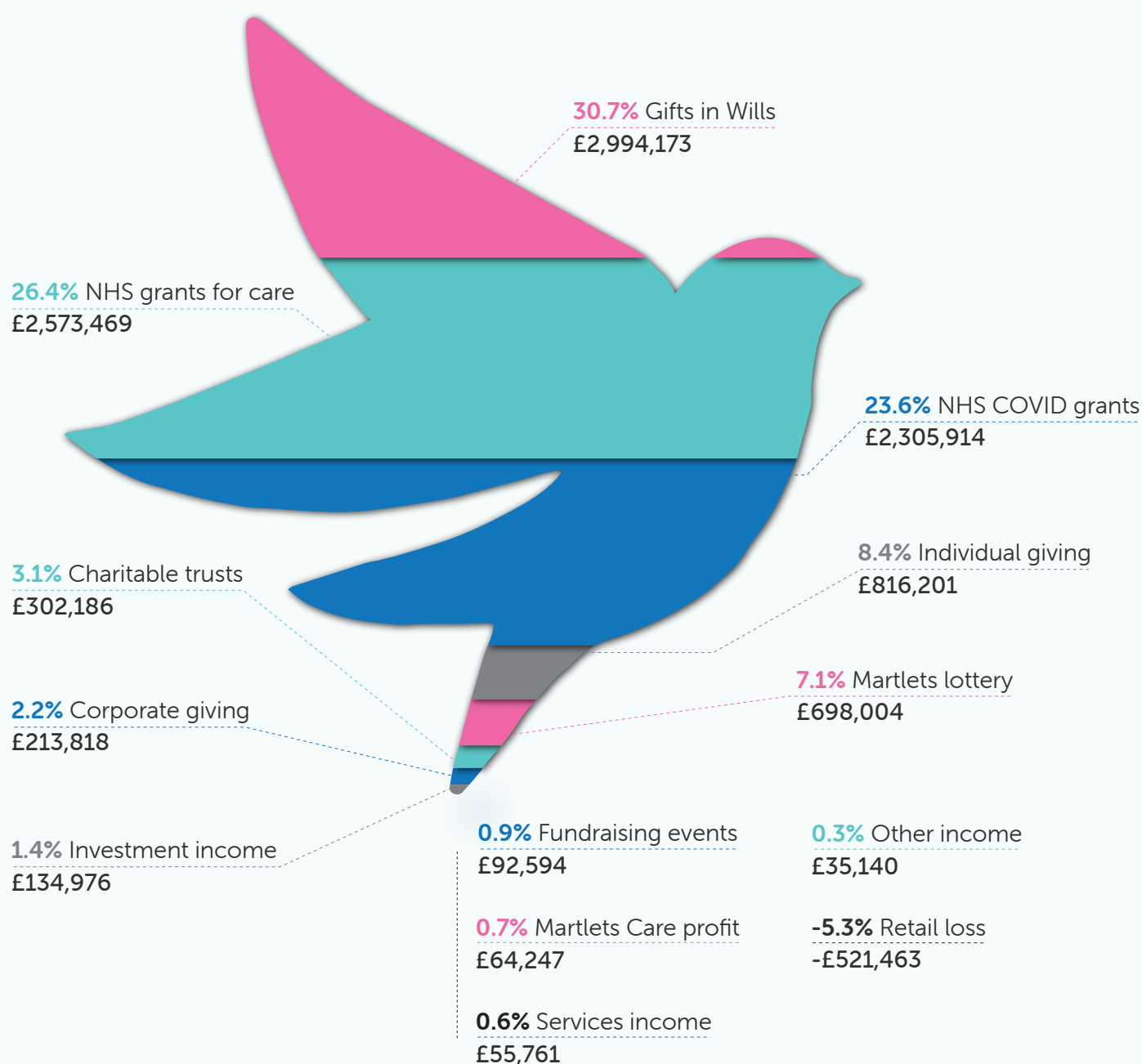
## Our finances were impacted significantly during COVID.

All fundraising events were cancelled during the year and community fundraising was minimal.

Our trading operations made a loss for the first time because our charity shops were closed for most of the year. This is reflected in the £521,463 retail loss income shown below.

On a more positive note, our income from gifts in Wills held up well.

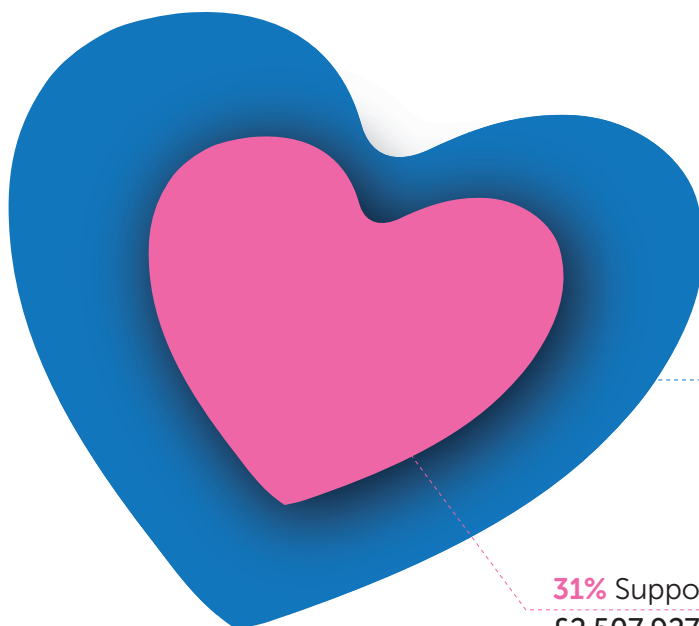
We successfully applied for a number of COVID grants including from NHS England who gave £2,305,914 to help us to keep our essential services running during the COVID crisis.



**Total Income £9,765,020**



# How we spent our income

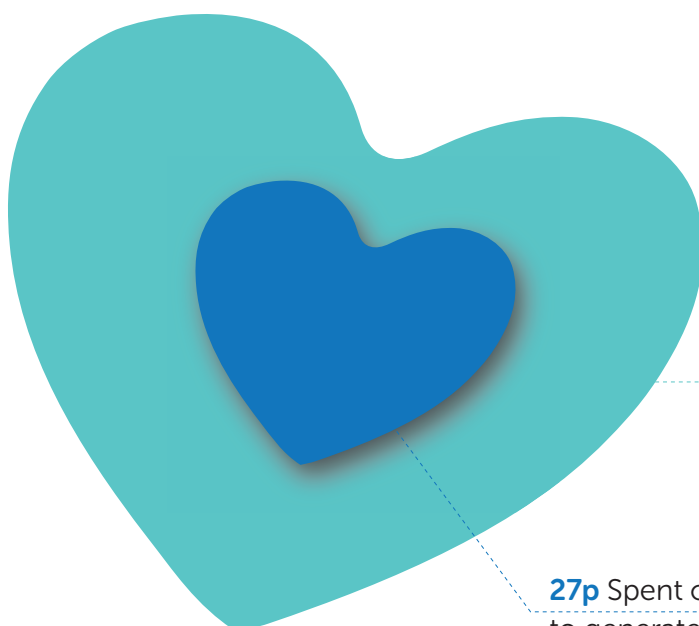


69% Hospice care services  
£5,619,115

31% Support services  
£2,507,927

Total Expenditure **£8,127,042**

For every **£1** donated



73p Spent on delivering  
hospice care

27p Spent on fundraising  
to generate income



# Zoe's story



Zoe's mum Franciska has been cared for by Martlets during the pandemic, both at home and on our inpatient unit. Zoe tells us about the range of care Martlets has provided and the difference it has made to her mum and their family.

"We really could not have got through these last few months without Martlets. Mum was diagnosed with cancer three years ago and in February the doctors told us there wasn't any further treatment they could offer.

We were referred to Martlets and immediately the community team were fantastic. They outlined the support that could be put in place for Mum as and when she needed it. They would offer regular check-ins by phone, and it really helped Mum stay as independent as possible at home.

## A stay on the inpatient unit

More recently, Mum spent three weeks on Martlets' inpatient unit for symptom management. It meant she had access to specialist care 24/7 to balance her medications and get her stable before returning home. Initially, we were a bit resistant to her going in as we had the misconception that a hospice is a place you go for your last days and never return from. But from the moment we walked through the door, we knew it was a good decision. We were greeted by three lovely staff members who beamed 'Hello Franciska'. They gently took Mum by the hand and started chatting as if they had known her for ages. It's those small things that make it easier for families to cope.

It was expected that Mum would be in for a few days but unfortunately her condition worsened, and she needed to stay longer.

The nurses and doctors were amazing, always keeping us updated about Mum's condition. It was clear that they really cared, it wasn't just a job for them.

Mum had a room that opened on to the garden and she absolutely adored the flowers. Visiting was restricted due to COVID regulations, but when we were able to go in, we would stroll around the garden. Sometimes we'd come back in to find that the gardener had put little flowers into a vase in Mum's room. Another day we returned to find that the team had put fairy lights

Franciska



up, as they knew Mum had been there for quite a while and they wanted to keep her spirits up. They were always thinking of different ways to make Mum's life a little better – bringing her heat pads to keep her warm and, when she couldn't eat, fetching in her favourite ice lollies.

### Support for the whole family

Martlets don't just care for patients, they care for whole families. That was a real eye opener for me. I didn't expect anyone to say 'are you alright?' because I thought they would have their hands full caring for Mum. It made me stop for a moment and realise, 'actually, I'm not okay'. They took the time to ask if there was anything they could do to support us as a family. As a result, I'm now getting mental health and wellbeing support through Martlets' counselling service. It's such a help that they offer counselling right now rather than only in bereavement.

Because of COVID restrictions, I couldn't do my first counselling session in person on site at Martlets. I was a bit anxious having a session on Zoom because I thought it would feel rather impersonal. But, being able to see my counsellor on screen and speak to her face-to-face meant I could still read her facial expressions. It was easier than I expected.

Martlets have also been great at signposting us to information to help explain Mum's situation to our children. They have helped us with how best to support them and even offered online art classes; they send us the materials and the children can sit at the computer and do the art exercise.

My sister has also been getting lots of practical advice from Martlets about everything from parking permits to finances. The team think of what we might need in advance of it even being on our radar and help us plan ahead. We call them the 'blue angels' because the nurses arrive to visit Mum dressed in blue scrubs, and they have taken the time to get to know us as a whole family which is such a beautiful thing. At a time when we feel vulnerable, Martlets are there giving us strength in emotional and practical ways.

### Hospice at home

Mum's original plan was to spend her last days at Martlets on the inpatient unit. She had decided on that because she thought that passing at home might be too personal for us. But, in light of COVID restrictions, she was worried that all of us might not be able to be with her at the end. Martlets reassured us that they would do everything in their power to accommodate us, but with the COVID situation still changing all the time there is no guarantee about what may happen. So, Mum's choice now is to die at home, unless it is medically necessary for her to go in.

"At a time when everything can feel quite dark, they have the kindest hearts and wonderful creative minds that make every experience just a little bit warmer and sunnier."

Martlets have offered so much support to make sure Mum is as comfortable as possible in her home environment. They offered us a special hospital bed, the possibility of overnight carers and even complementary therapies such as acupuncture to help with her symptoms. But perhaps the most important thing they have given us is peace of mind. We know that we can call Martlets' phone hub any time of the day or night for support if Mum is having a bad day; someone will give us advice or come out if she needs more pain relief or her medicines need adjusting.

Whatever the final few weeks ahead have in store for us, knowing that the team from Martlets is with us on this journey is huge. We know that when the time comes, we are in the best hands, and it's my hope that Martlets can go on offering their incredible care to other families in similar circumstances."



Healthcare assistants Donna and Jaheda helped care for Zoe's mum on the inpatient unit.



# Vision, mission and values



Martlets is your local charity, providing terminally ill people in Brighton and Hove, and surrounding areas, the very best care and support. Our expert teams help people do the things they love with the time they have. We want everyone affected by terminal illness to know they can still feel hope, purpose and possibility.

Martlets offers expert hospice care to people over the age of 18 who live in Brighton and Hove, the Deans or the Havens. And our care is free, thanks to the support of our local community. NHS funding covers about a third of our costs, but we rely on local support to fund the majority of our vital services. From terminal cancer and chronic heart disease to neurological conditions such as Parkinson's, Alzheimer's and Motor Neurone Disease, we're here to help.

Some people choose to spend their final days on our inpatient unit, or to stay with us for respite care or symptom management. But most receive care from us in their own homes. Before the COVID pandemic, outpatients also visited Martlets for pain relief, physiotherapy, counselling, and wellbeing and social activities. Over the past 18 months, we have adapted these services and our rehabilitation, wellbeing and social activities are currently delivered via online video-conferencing or telephone.



**We  
care**

**We're  
skilled**



**We're  
together**

**We're  
open**



**We move  
mountains**



# Thank you

## Business partners and community groups giving £1,000 or more

Accredo Ltd  
Amplicon Liveline Ltd  
Art Republic  
Barclays  
Brighton & Hove Scottish Country Dance Club  
Brighton Spread Eagles  
The British and Irish Modern Music Institute  
Buckingham Group Contracting Ltd  
Burnand Brazier Malcolm Wilson Solicitors  
Cheesmur Building Contractors  
Co Apt  
Covers Timber & Builders Merchants  
Dignity Funeral Services  
Domestic and General  
Ecclesiastical Insurance Office Plc  
Hangar 13 Uk  
Jtx Fitness  
L C Switchgear  
One Family Foundation  
Park Avenue Estates Ltd  
Pets Corner  
Riverstone Management Ltd  
Seico Insurance & Mortgages Ltd  
Shore Events  
South Down Lodge 1797  
Southern Co-ops  
The Theatre Workshop  
TLS Solicitors  
Zynga

## Statutory funders

NHS Brighton & Hove Clinical  
Commissioning Group  
NHS High Weald Lewes Havens Clinical  
Commissioning Group  
NHS England

## Trusts giving £1,000 or more

Arundel and Brighton Diocesan Trust  
BDNA Trust  
Sir Alec Black's Charity  
Broyst Foundation  
Card Factory Foundation  
Miss Joyce Cater Charitable Trust  
Worshipful Company of Cutlers  
Davis Foundation  
Derek and Eileen Dodgson Foundation  
February Foundation  
Friends of Sussex Hospices  
Patrick and Helena Frost Foundation  
Grand Order of Lady Ratlings Cup of Kindness  
Hedley Foundation  
Hirschel Foundation  
Homity Trust  
Thomas J Horne Memorial Trust  
Albert Hunt Trust  
Michael and Shirley Hunt Charitable Trust  
Institute of Our Lady of Mercy  
Ernest Kleinwort Charitable Trust  
Edgar E Lawley Foundation  
Masonic Charitable Foundation  
Valerie Emily Munday Day Centre Trust  
Kevin Ogle Sarcoma Cancer Trust  
Pebble Trust  
Richard Radcliffe Charitable Trust  
St James's Place Charitable Foundation  
Sandra Charitable Trust  
Sussex Masonic Charitable Foundation  
Sir Jules Thorn Charitable Trust



AT MARTLETS  
END-OF-LIFE CARE  
IS JUST THE  
BEGINNING



**Martlets** 

BE A PART OF  
OUR MOVING STORY

Since 1997 we have been providing the very best end-of-life care to our community. But while we continue to be there for those in and around Brighton and Hove, the Deans and Havens, whose time is limited, our building has finally run its course. We now need a bigger home, and we can't do it without you.

Please donate and help us, and the families and friends we see every day, make some lasting new memories.

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