

CARING IN THE COMMUNITY DEVELOPING OUR WORKFORCE
ENHANCING OUR DATA STRENGTHENING OUR ORGANISATIONAL AGILITY
RAISING AWARENESS IMPROVING FINANCIAL EFFICIENCIES
EXPANDING AND IMPROVING OUR FACILITIES



Impact Report 2019

Strategic Plan Update - Year Three

loros.co.uk

LOROS

Hospice Care for Leicester, Leicestershire & Rutland

Being there for you
and your family

Our 2016-19 Strategy – What we have achieved in the last three years

Our values and behaviours



Professional

Showing respect to patients and families, as well as members of our community, staff and volunteers.



Focused

On exceptional quality service and support for patients and families whilst listening, learning and adapting to their diverse needs.



Collaborative

Working together as colleagues and with local, regional and national partners to grow meaningful relationships and achieve sustainability.



Compassionate

Showing kindness, discretion and sensitivity as we care for our patients, families, our community, staff and volunteers.



Trustworthy

Be honest, reliable and consistent, showing respect and dignity in everything that we do.



Accountable

To our patients, their families, our community, staff, volunteers and external organisations/bodies.

LOROS is an independent charity that provides care and support to over 2,500 people each year across Leicester, Leicestershire and Rutland (LLR). Patients are offered our services based upon clinical need regardless of gender, race, colour, religion or ability to pay.

LOROS is highly respected and has an excellent reputation in the community, including high level support from the public, local businesses and professional colleagues.

The 2016-19 Strategic Plan was mobilised in 2016 and continues to influence daily operation and overall direction for service development. It captured the vision of the Board of Trustees and coupled with the strategic and operational energy of the senior team, it has enabled LOROS to continue its drive to provide more services both within the hospice and externally across Leicester, Leicestershire and Rutland.

“ I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. ”

Maya Angelou

This Impact Report is particularly pleasing to produce as it clearly evidences the successes that have been achieved through robustly adhering to our plan, including being able to fully resource the ambitions, through both the incredible generosity of the public and our NHS colleagues.

The senior team, led by the Director of Strategy and Development, have been rigorous in keeping the strategy active throughout the three year period – reporting to The Board of Trustees, the wider staff team and to volunteers all of whom have witnessed the Hospice changing for the positive. There is no doubt that LOROS is a different place in 2019 than it was in 2016 – for the benefit of patients, families and all those involved in their support.

This report captures the progress made and celebrates the achievements of all who have contributed to making real changes.

John Knight
CEO LOROS





Our aspiration for Leicester, Leicestershire and Rutland is that everyone with an incurable illness has the right to excellent care. This care should value and respect their uniqueness and their own choice.

People should be enabled to live and die with dignity and with appropriate and compassionate support for them and their loved ones.

“ I would just like to say that the staff at LOROS are amazing and such caring, lovely people. My mother-in-law was treated with so much care and respect. So a big thank you for that, keep up the good work you do. ”

Patient's Family

“ Day Therapy made a massive difference for me. I was dreading coming to the Hospice but after meeting Cecilia and the rest of the Therapy team I was put at ease straight away and now I don't want to go home. Thank you to everyone at LOROS. ”

Patient

“ We are proud of what we have achieved and the real difference that it has made for patients, carers and their loved ones.

I would like to personally thank all staff and volunteers who helped to make the strategy become a reality. ”

Karen Ashcroft,
Director of Strategy and Development

Strategy Priority One

Care Services

In 2018, we saw the wonderful new Day Therapy and Outpatients facilities open which means we can offer a much broader range of support and therapies to our patients. We also completely refurbished the north corridor inpatient rooms on the Ward, which now provide modern up-to-date, en-suite accommodation. There have been initiatives developed to support patients and carers across LLR in addition to the services delivered at the Hospice. A number of medical outreach clinics have been established and we are also delivering Lymphoedema services and Complementary Therapy out in the community. We are delivering these in GP practices and on LOROS Local, our mobile resource. For the past year, we have been working with Rainbows Hospice for Children and Young People on a transition project and have developed a way for patients to receive ongoing support from LOROS if required.



At the Groby Road Hospice site we have:

- Introduced a Clinical Nurse Specialist weekend and Bank Holiday telephone support service
- Extended Day Therapy and Outpatients – increased space with modern facilities and expanded the range of services offered, including therapeutic mediums
- Refurbished eight inpatient rooms which now provide modern up-to-date accommodation and support facilities
- Developed a Virtual Reality initiative to provide patients with an experience totally removed from their current reality
- Worked with colleagues from Rainbows Hospice for Children and Young People to support patients over 30 years old, looking specifically at their support towards end of life
- Introduced electronic prescribing on the Ward, making drug administration safer
- Worked with NHS colleagues to develop and test an end of life co-ordination hub
- Appointed a dedicated Admiral Nurse, in partnership with Dementia UK, to provide specialist support for those patients with a terminal illness and dementia, patients with advanced dementia and patients who may have a close family member with dementia
- Introduced an electronic incident reporting system to support better reporting and monitoring of all incidents



“ I wish that every area in the UK had a Hospice like LOROS so we can understand that although death is sad, it is something that we shouldn't fear when we are cared for in such an amazing way. We all just want the best ending in a peaceful way for our loved ones and LOROS gave my father his wish. Thank you so much from the bottom of our hearts. ”

Patient's Family

LOROS has a proactive Patient Carer Participation Group whose contributions are diverse and far-reaching. The group has been running for six years, supported by a dedicated Patient Experience Lead. They support LOROS as it looks at ways to enhance its services, further improve patient experiences and reach into the wider community. They are involved in many areas of work, including obtaining patient and carer feedback, auditing the Hospice environment and representing the patient/carer voice on a number of Hospice groups and committees.

“ I feel that it’s not much that I give, but I do feel very proud to be able to give something back after all the support and help I have received, to be put back together and understand how to cope with what I have for the rest of my new life and move forward. ”

Patient Carer Participation Group Member



One of our key priorities has been to support the expansion and investment of our community offer. By doing so, LOROS enabled patients to access the very best support and advice close to where they live thus negating the need to make an often uncomfortable and time consuming drive to the Hospice.

Community engagement has always been undertaken at LOROS and has gradually increased as we develop our services to meet the expectations of our local community.

Initially funded by the Rank Foundation, we appointed a dedicated Youth Engagement Officer to raise awareness of LOROS and its services to children and young people. Projects and workshops have been set up for primary schools, secondary and further education colleges. The events attended are related to careers and information to advertise the opportunities of work experience, volunteering and relevant courses

In the community we have:

- Increased Community Palliative Care Consultant time to support our monthly LOROS Community Clinics provided at GP surgeries in Uppingham, Ashby, Melton, Market Harborough and Hinckley
- Provided Lymphoedema and Complementary Therapy Clinics in GP surgeries
- Developed and introduced our community mobile outreach resource – LOROS Local. We visit all areas of LLR raising awareness and making it more accessible for people in the community to find out about the services the Hospice offers, access a range of non-clinical services, such as complementary therapy

- Appointed a dedicated Community Engagement team
- Developed our first Community Engagement Strategy to ensure LOROS has a clearer focus and direction in establishing relationships with a range of different communities/groups
- Reviewed our Home Visiting Service and expanded its current offer to provide telephone support, and support for MND patients with frontal lobe dementia, in their own homes

During 2018, 3,490 young people have been engaged in a range of activities.

During 2018, two Hospice Schools have taken place with 30 people completing the course.

LOROS Local was out across LLR on 108 occasions during 2018.

Our Cultural Support Officer has delivered talks to 1,153 people during 2018.

In 2018, 26 Community Complementary Therapy Clinics took place with 79 people receiving treatment.

Our Cultural Support Officer and Cultural Volunteers have attended 22 community events during 2018.

We have nine Cultural Volunteers who speak nine different languages.

We held our first Community Engagement Day in 2018.

Strategy Priority Two

Developing our Workforce (Education and Research)

Delivering specialist education and training to LOROS staff and volunteers, as well as health and social care colleagues from organisations across the region, has been a priority for the charity over the past three years.

The organisation's strong partnerships with universities, schools and colleges have allowed us the opportunity and privilege to educate and nurture our future workforce and have enabled us to influence developments in palliative and end of life care both nationally and across the East Midlands.

We are also exceptionally proud of our Research team which continues to influence and inform clinical practice through robust evidence on an international stage, as well as within the UK and locally.

Education – We have:

- Led on the development and publication of the East Midlands End of Life Care Education Standards
- Become the go-to provider for Advanced Communication Training at End of Life
- Achieved and sustained a Quality Mark with Skills for Health
- Provided end of life care teaching to all first and fourth year doctors in training in the south of the region

- Supported four healthcare assistants and six trainee nurse associates to become qualified through the inaugural Nursing Associates programme
- Connected with and hosted 61, 16/17yr olds aspiring to a career in health or care through summer Hospice Schools
- Delivered training to Offender Healthcare teams based in local prisons
- Built a first-class training facility on-site to further support our education and research work both within the organisation and beyond
- Become the only registered ECHO hub within LLR, providing an innovative and effective way to deliver time efficient training

“ I am more confident now about having discussions. This workshop should be mandatory for all staff caring for palliative patients. ”

Introduction to Palliative Care
– Masterclass

“ This workshop was easy to understand and very well presented. I would highly recommend this to colleagues. ”

Heart Failure – Workshop

Workforce – We have:

- A comprehensive workforce plan in place to ensure that talent management, and the promotion of critical and unique roles within LOROS are captured and nurtured
- Undertaken an extensive and comprehensive review of volunteering, supported by a revised leadership structure
- Invested in a new role within the organisation with a focus on equality and diversity

Research – We have:

- Been awarded a highly competitive grant from the National Institute for Health Research of £400,000
- Been successful in partnering with other organisations to work on eye donation for which there is currently a national shortage
- Continued to be at the forefront internationally of evidence-based practice in withdrawal of ventilation at the request of a patient with Motor Neurone Disease
- Demonstrated through a staff survey that Research is regarded as an important and integral part of the work of the Hospice, with most departments being involved in studies
- Supported the development of outstanding talent through a successful bid with the University of Leicester to the National Institute for Health Research for a three year academic clinical fellowship
- Had work published in three journals

Strategic Priorities Three and Four

Enhancing our Data and Strengthening our Organisational Agility

We wanted to improve how we used data within LOROS to demonstrate the difference we make for our patients and their families. We have used this data to strengthen our current processes so that we can show the impact of our care and used clinical and financial information to support service developments and improvements.

It is essential that we are aware of the broader health and social care issues both locally and nationally and the impact they will have on LOROS as a local charity. By working closely and collaboratively with others, LOROS is able to provide the best possible care for our patients.

We will continue to ask our local population what they want from LOROS and use this information to influence our services.

Internally we have:

- Implemented a patient outcome model across all relevant clinical services (IPOS) which demonstrates the difference we make for patients
- Reviewed all of our clinical data which resulted in a revised organisational clinical dashboard and service 'making a difference' reports
- Implemented a new HR, payroll and rostering IT system
- Enhanced our website to enable online payments

- Developed our first IT Strategy
- Developed a financial costing model which supports our procurement and demonstrates value for money
- Reviewed all of our organisational data to ensure that it is fit for purpose
- Utilised local demographic information to inform service developments

Externally we have:

- Undertaken a consultation exercise with the Market Harborough community to establish their views on whether a wellbeing centre was needed and what it should look like
- Played a significant role in the development and testing of a dedicated single point of access/ coordination hub for end of life patients and health professionals
- Worked in collaboration with NHS organisations to develop an Integrated Community Specialist Palliative Care Service which is planned to be operational in February 2020





Strategy Priority Five

Raising Awareness

Voluntary income generation is an essential element of activity for LOROS. It underpins the charity's ability to deliver the care services that it provides. More than two thirds of the care delivered by LOROS is funded by voluntary donations and fundraising activity by the local Leicester, Leicestershire and Rutland community.

In order to significantly raise awareness of LOROS' range of services, we have strengthened our Marketing and Communications team to support increasing voluntary income generation, which will in turn ensure the charity's financial stability.

We have:

- Developed and implemented service specific strategies for Income Generation, Enterprises and Lotteries, these now underpin all of our activities
- Made significant investment in restructuring and strengthening appropriate staffing to support the delivery of the strategies
- Developed a fundraising guide and online toolkit for our supporters
- Investigated and launched three business activities to further enhance the charity's future – Drinks Vehicle (Care for a Drink), Virtual Reality App and Property Portfolio

- In response to the Fundraising Regulator, developed an Income Generation and Marketing Standards Board which monitors and addresses emerging changes to income generation standards
- Conducted a charity awareness and perceptions study to understand the strength of the LOROS brand 'v' other charities
- Rebranded all our delivery vans and shop front fascias
- Established digital information screens in all of our shops
- Improved the facilities at our Glenfield Warehouse to improve the customer experience
- Improved our processes so that supporters can now utilise online access to renew their lottery, buy raffle tickets and scratch cards.
- Seen significant growth in the success of our campaigns and events as a direct result of the financial investment in our Marketing and Communication team

7,412 people participated in our Twilight Walk between 2016 and 2019.

3,500 flowers were bought to support our 2018 Forget Me Not Campaign.

The Dying Matters 2019 Campaign saw our lip sync film being viewed on over 100,000 occasions and also won a Chartered Institute of Public Relations Gold Pride Award.

Strategy Priority Six

Improving Financial Efficiency

By reducing our costs and improving efficiency across all aspects of the Hospice, we have directed more money to patient care.

As a charity, we are acutely aware that we need to spend the money we receive wisely. We work hard to reduce our costs without diminishing the quality of the services we provide. We will continue to strive to attain value for money in all the services we purchase and procure.

There have been significant cost pressures during the past three years, with standstill funding from the NHS, rising site maintenance costs and increasing governance and statutory reporting requirements. However, with robust financial cost control and overwhelming generosity from our local community, we have been able to achieve our annual financial budget each year.



We have:

- Recruited a dedicated procurement member of staff to develop a robust procurement strategy. LOROS has been able to attain value for money for all services bought and realised significant financial savings of £200,000+. This considerable annual saving, which is directed back to patient care, has been achieved through the scrutiny of areas including; heat, light and power, photocopying, mobile communications, credit card payment charges, clinical equipment supplies and drug costs.
- Been able to reduce our environmental impact by installing solar panning on the Hospice building to generate power. As of April 2019 the Hospice has seen financial benefits of £18,000 through savings in utility costs and income generated selling electricity to the national grid.



Strategy Priority Seven

Expanding and Improving our Facilities

Alongside the ever essential development of clinical services, we are thrilled to have achieved a quantum leap forwards in the development of the Hospice buildings and associated spaces for patient care, education and research. In total, £6.8 million of fundraised income has been invested. The results highlighted are not just a refurbishment of existing spaces, but carefully considered strategic development of new spaces. These will serve both for improved patient care and growth in patient numbers as well as dedicated space to educate our workforce and others to improve end of life care practice.

Intentions remain to find a suitable site for a static community wellbeing hub and through this to pilot new ways of working within our local community, providing the very best care and advice locally for people and families affected by a terminal illness.

We have:

- Built a dedicated Professional Development Centre at the Groby Road Hospice which houses first-class facilities for students and learners, is a technology centre of excellence, clinical skills simulation, zoom technology and national conference level facilities.

- Extended and developed our Day Therapy and Outpatient facilities. The bespoke larger and specifically designed accommodation has been built specifically to offer a wider breadth of services to enhance the patient experience, including an enablement suite, patient kitchen, hairdressing facilities, beach room and a virtual reality room.
- Refurbished to a high specification, the eight single patient rooms on the North Corridor on the Ward to enable us to provide care in the best possible environment. In addition, we have created a family retreat room to provide additional space for families on the Ward.



Summary

We are incredibly proud of what has been achieved within the time frame of this strategic plan. Like all journeys of development, there have been moments of stress and doubt, highs and lows, inconvenience and errors – however, we have endeavoured for the better and remained focus on the ultimate goal of taking the Hospice forwards in an ever-changing world.

LOROS is very fortunate to have such generous support from the wider communities of Leicester, Leicestershire and Rutland as well as close partners within the Clinical Commissioning Groups. We view our task as not only focussing upon the delivery of excellence in specialist end of life care, but also to continually consider the changing healthcare landscape. It is essential that we then shape the Hospice to be fit for the future and in particular the needs of the ageing population and the demands that are yet to come.

None of what has been achieved would have been possible without great team work;

Between our Board of Trustees and the Senior Management Team.

Within the Senior Management Team itself.

Throughout the Hospice, a charity, where teams work tirelessly together with one ultimate focus.

With the army of volunteers who add untold value to everything we do, and with the people, the public and statutory bodies, who make this all financially possible.

Thank you.

John Knight
CEO



LOROS ACTUAL EXPENDITURE
2016/19

41.1M

£41,092,579

LOROS ACTUAL INCOME
2016/19

43.8M

£43,828,936

90p OF EVERY £1

Raised goes towards patient care

DELIVERY OF CARE
2016/19

Number of patients that
accessed our care

8,089

Total number of times
these patients accessed
our care

31,617



About us

LOROS Hospice is a local charity and every year we care for over 2,500 people across Leicester, Leicestershire and Rutland. We provide free, high-quality, compassionate care and support terminally ill adult patients, their family and carers.

What we offer

- Specialised care for those over 18 years old with complex problems who are suffering from a terminal illness when cure is no longer possible
- Short stay inpatient care in one of our 31 beds, for symptom management – with help and support half of these patients go home
- Outreach support in the patient's home
- Palliative Day Therapy

It costs us £8.2 million per year to deliver these services, a third of which we receive from the NHS. However, we still need to raise at least £6 million each year from our local community.

90p of every £1 raised goes towards patient care.

The Hospice employs 343 staff and has around 1,500 regular volunteers.



LOROS

Hospice Care for Leicester, Leicestershire & Rutland

Being there for you
and your family

LOROS Groby Road, Leicester LE3 9QE

☎ (0116) 231 3771

✉ info@loros.co.uk

📺 LOROSHospice

📘 LOROSHospice

loros.co.uk

Registered Charity No: 506120
© LOROS. NOVEMBER 2019