Our vision
St Luke’s vision is a world where everyone with an incurable illness can access the care they need to live well, to know that their family and carers are supported, and to die with dignity in the place of their choice.

Our mission
We will be the driving force for high quality, compassionate palliative care for the people of Harrow and Brent, and will:

- Extend our services to reach more people, earlier in their illness, working in collaboration where this is most effective.
- Support and empower healthcare professionals through education and training.
- Influence and shape end of life care policies to improve the quality of care.

This is what our patients say about St Luke’s

“The St Luke’s community nurses immediately made us feel more relaxed: they were very reassuring. They listened to what we had to say and didn’t dismiss our concerns and fears, but just helped us know what to expect and what services were available to us.”

Family cared for by our Home Care teams

“When I first arrived and the nurse talked through my programme of therapies, I was surprised by how much was on offer. I hadn’t expected that things like acupuncture, aromatherapy and massage would be on offer. I think that it will also help me to have a chance to talk to other patients.”

Patient cared for in the Woodgrange Centre

“Attending the bereavement support group for young people gave me a comfortable place to talk about my feelings with people who understood.”

Relatives supported by our Family Support Team

“Mum felt like she was being cared for by her own family and not just doctors and nurses. She interacted with them well and although she didn’t speak much English, she was still able to explain what she wanted and the staff understood. They always left her with a smile on her face.”

Family of a patient cared for in the In Patient Unit

“I have so much more energy after my sessions at the Woodgrange Centre.”

Annual Review 2014
## Our services in numbers

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patients supported in 2014</td>
<td>800</td>
</tr>
<tr>
<td>Families supported by the Patient &amp; Family Support Team</td>
<td>379</td>
</tr>
<tr>
<td>Day Care and Out Patient sessions</td>
<td>1,840</td>
</tr>
<tr>
<td>Hours of care provided by Hospice at Home Team</td>
<td>11,157</td>
</tr>
<tr>
<td>Community Team Visits</td>
<td>986</td>
</tr>
<tr>
<td>Social Work sessions</td>
<td>1,900</td>
</tr>
<tr>
<td>Bereavement sessions</td>
<td>363</td>
</tr>
<tr>
<td>Telephone support sessions</td>
<td>6,329</td>
</tr>
<tr>
<td>GPs attended education sessions</td>
<td>70</td>
</tr>
<tr>
<td>Shops generating income for hospice</td>
<td>14</td>
</tr>
<tr>
<td>Hours of care provided by Hospice at Home Team</td>
<td>2,166</td>
</tr>
<tr>
<td>People supported by playing hospice lottery</td>
<td>5,793</td>
</tr>
<tr>
<td>People donated to hospice</td>
<td>3,481</td>
</tr>
<tr>
<td>Money raised by hospice events</td>
<td>2,166</td>
</tr>
<tr>
<td>People supported by playing hospice lottery</td>
<td>5,793</td>
</tr>
<tr>
<td>Volunteers who gave their time to support St Luke's</td>
<td>850</td>
</tr>
<tr>
<td>Hours of time given by volunteers</td>
<td>144,000</td>
</tr>
<tr>
<td>Value of time given by volunteers</td>
<td>£1.3m</td>
</tr>
</tbody>
</table>

Note: The numbers represent various services provided by St Luke's Hospice during the year 2014.
Enabling people to stay at home

Our Hospice at Home and Community Palliative Care Team look after patients and their carers who prefer to be supported at home, enabling them to stay in familiar surroundings rather than being admitted to hospital or to St Luke’s In Patient Department.

What we achieved

- Extended our Hospice at Home Team which now offers a full service on Saturdays allowing us to safely start new care packages at the weekend.
- Achieved closer working across teams and a more ‘joined up’ service for patients by relocating our community teams into a new open plan office.
- Chosen by Harrow Clinical Commissioning Group to run a pilot End of Life Care Single Point of Access telephone service across Harrow which will commence in April 2015, providing patients and families with a number that they can phone day or night to access advice support and emergency care.
- Completed implementation of our electronic patient information system, iCARE. The clinical teams have developed and introduced a single assessment form so that all services collect the same core data from our patients. This has allowed our Community Team to go paper-lite enabling all staff to access up-to-date patient records in real time.

What next?

- Introduce a new Care Home Facilitator post within Brent. This new post will work as part of our Specialist Community Team and help support care home staff to deliver the best of care to their residents.
- Launch our Single Point of Access pilot service in collaboration with Harrow Clinical Commissioning Group. At the same time we will continue to develop our existing Hospice at Home service so that it is flexible and responsive to growing demand.

When my father was diagnosed with lung cancer we were introduced to the Community Palliative Care Team at St Luke’s. Suddenly, all those months of feeling lonely and frustrated, and not knowing what was going on seemed so distant. The nurses were quickly able to bridge the gap in our understanding where others had failed. They provided a lifeline that was needed not just for my father, but for us as a family too, at a time when the situation was just too big for us to deal with on our own.

Although my father was a very proud man, he was always comfortable being cared for at home by the nurses. Their professionalism, their sensitivity and years of experience showed through every time they visited. I know that he looked forward to their visits, and they helped to make the last months of his life very comfortable.

From advising him how to manoeuvre in and out of bed, to requesting the use of certain walking aids, to chasing the doctors for prescriptions, to organising a nurse to sit with him on the day of my sister’s wedding - a day we didn’t think would be possible, but you made those dreams come true, for all of us as a family. Without your care and support, these last few months would have been so dark.

Family of patient cared for by our Community Palliative Care Team

11,157

Hours of care provided by our Hospice at Home Team

986

Community Palliative Care Team Visits
Our Day services are based in the new Woodgrange Centre where our team of doctors, nurses, healthcare assistants and the patient and family support team are available to help patients who attend for all or part of the day, or for out patient sessions. Patients, carers and hospice staff work together to choose activities, treatments and therapies which will help to improve their independence, health, wellbeing and confidence.

What we achieved

- Completed an extension to our building and launched the new Woodgrange Centre at St Luke’s, providing additional therapy rooms so that more people can access an even wider range of treatments and therapies earlier in their diagnosis, helping them manage the symptoms of their illness so that they can enjoy their lives.

- Introduced a new self assessment and partnership plan that allows people being cared for by St Luke’s to be more engaged in how their needs are assessed and care delivered.

- Developed a new complementary therapy model with a therapy lead and a small team of employed therapists to help us build a stronger volunteer service which can offer the service to more patients within the Hospice and in patients’ homes.

What next?

- Continue to develop the Woodgrange Centre by introducing more activities for patients and families, offering greater opportunity to for us to engage with our local community and people who could benefit from our support.

- Look at more flexible approaches which enable us to meet the physical, emotional and psychological needs of our patients.

“Maureen who is a nurse from the NHS primary care services and Dr Clare from St Luke’s have seen me regularly at home. They helped me with new medication and sorting out any problems with the GP and District Nurses. They suggested several times that I come to the hospice for some respite, but I refused, thinking that once I came to the hospice it would be the end and that I’d never leave. It was only once the problems with my lungs had become so bad that I needed oxygen and couldn’t sit out in my wheelchair that I agreed to come.

On my third visit I noticed my breathing had improved. By the fifth visit I was able to sit in the garden with friends for a few hours. I always thought a hospice was a place where you wouldn’t get better, but I did. It has changed the way I think about hospices.”
In Patient Unit

Our 12 bedded In Patient Unit provides 24 hour nursing and medical care, supported by our patient and family support team, physiotherapy and complementary therapy services. Patients can be admitted from home or hospital, for the purpose of controlling physical symptoms, emotional or family support, respite, a mixture of these, or sometimes care at the very end of life.

What we achieved

St Luke’s took part in first wave of pilots of the new inspection model being introduced by the Care Quality Commission.

“People told us they were treated with kindness and compassion and their dignity was respected by all staff they had met during their time at the hospice. We saw that staff had taken time to get to know people and their relatives and friends, this ensured peoples’ individual needs were known and met.

People’s privacy and dignity was respected and promoted, we saw that staff gave people and families privacy when needed and treated everyone with dignity and respect.

People were listened to and made to feel they matter, staff ensured they got to know people and their relatives. Staff had the flexibility to spend more time to support people who had no relatives or friends who could visit them. Staff made sure they knew about what was important to people and reflected this in the care they provided. People spoke positively about the caring staff who listen to them.”

Care Quality Commission Report April 2014

We welcomed the advice and support they gave us to help make some areas safer, and were able to implement all their recommended actions by January 2015.

We also trained and registered 3 independent nurse prescribers and secured a new pharmacy provider service to start in January 2015.

Karen’s story

“I never realised younger people could access the hospice.”

When we made the decision to bring Karen to St Luke’s, it turned out to be the best decision we could have made.

The first time I walked into the hospice it felt like a whole weight had been lifted off my shoulders, it just felt so right, so peaceful and calm.

Her nursing needs were taken care of; when she needed her pain relief she would have it; it wasn’t down to me or my husband which was such a relief. The staff took over and did it for us, which meant we could just be with Kate, stay as mum and dad, so we could all just be together. We were doing silly things like watching ‘Friends’, because obviously Kate loved watching that, which is nice.

We actually stayed over night in the room with Kate, my husband was sitting next to her, and I had the bed. It was brilliant to actually be that close with her.

I can honestly say that I never realised younger people could access the hospice and unfortunately this view only changed because my daughter and family needed the care and support St Luke’s provides.

2,998

days of In Patient care
We provide counselling and psychological support to patients and families who are being cared for in the hospice or by our home care teams. We also provide bereavement support, to help them find a way forward during what is often a very stressful time.

What we achieved

- We obtained grant funding to extend the support that we provide to patients and families by expanding our 25 volunteer services. We launched our Community Support Volunteer Project and we have already recruited and trained our first volunteers for the first year, providing our patients with social support and companionship alongside nursing and medical care.

- Introduced Schwartz Centre Rounds to support staff by helping them to reflect on the emotional aspects of their work. We received support from the Point of Care Foundation to train our own facilitators and run sessions for staff successfully across the hospice. This was a first stage of a wider program to increase staff support, supervision and facilitate reflective practice for all our staff.

What next?

Extend our Community Support Volunteer project that will enable us to offer a range of support opportunities to patients and families at home. This might include befriending and support to help minimise the risk and impact of social isolation; practical help such as moving furniture so a hospital bed can be accommodated; help settling back at home after a period in hospital.

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Family Stories

"I knew Patricia from the Patient and Family Support Team from when I was in Day Care. She popped round almost every day. Although I’m not a big believer in ‘talk therapy’, and wasn’t keen on scheduling therapy sessions, we have always ended up chatting for a long time and this helped."

"One of the best things about the hospice is that you can talk to the staff about anything that is worrying you. It’s very open. There is nothing worse than lying in bed and worrying about things, sometimes the worry just builds up and gets more and more if you can’t talk to anyone about it. Talking things through with a St Luke’s staff member really helps."

"The bereavement counselling has been amazing for me, it really does help me in my everyday life."

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Patient and Family Support

Bereavement sessions

363
Education

What we achieved

Continued to develop our educational programme including courses for our own staff and colleagues in other organisations. This includes work with GPs, care home staff, social services and nursing colleagues in the hospitals and primary care. We introduced an e-learning package as a new way for staff to complete their mandatory training requirements.

What next?

Continue to grow our education prospectus and explore new ways to work in partnership with other organisations. This will include working with colleagues in primary care and the hospitals and developing education programs in collaboration with the Local Education Training Board and the universities. Our education program will be delivered by and aimed at professionals from a range of clinical and non-clinical backgrounds.

Staff and Volunteers

What we achieved

- Our volunteer numbers continued to grow and we invested in a Volunteer Services Coordinator, to help recruit and retain volunteers across the organisation and help develop our Volunteering Strategy
- We continued to invest in staff development and training
- Staff morale improved across the Hospice, as evidenced by improved results in all areas of our annual Staff Survey
- We saw better retention of staff across all departments, resulting in lower recruitment costs.

What next?

- Build on the success of our Schwartz Centre Rounds® which help staff to reflect on the emotional aspects of their work. Our Senior Social Worker is training as a Balint facilitator and is running sessions with some of our teams; we will continue to run Schwartz Centre Rounds® and have signed up with the Point of Care Foundation to ensure we continue to receive their support; and we will introduce more reflective sessions with clinical staff.
- Achieve accreditation to the Investors in People standard
- Continue to build on the improved Staff Survey results
- Introduce a regular all Staff Forum
Fundraising and Community Relations

What we achieved

- Raised funds for the new Woodgrange centre, including the final Department of Health grant of £399K, trust funding of £48K, and £49K towards our services raised through the 'Strengthen a Life' campaign.

- Successfully raised the funds needed to support our care. St Luke’s receives only 26% of the funds we need to support our care from the NHS, and is reliant on the generosity of our supporters for the remaining 74%. In 2014 we raised £1866K from donations and fundraising events, and £666K from Trust income, obtaining grants for projects including: community support volunteering, clinical volunteering, complementary therapies, hospice at home, and education projects.

- Delivered another strong events performance, with the Ladies Midnight Walk raising £217K and achieving second place in the Hospice UK national league tables.

- Over 30 organisations organised their own events to raise funds for the hospice, raising over £89K.

- Continued to grow the Hospice Lottery, increasing profit to £162K.

What next?

- Raise the core income needed to fund our services, raising £2,241K from a balanced portfolio of events, trust, donation, legacy and lottery income in 2015, rising to £2.5 million by 2018.

- Develop and deliver a testing and development programme of new projects to raise an additional £500K pa to fund expansion of our services.

- Complete brand refresh to increase awareness of the hospice and to attract a wider range of patients and donors, including redesign of all print and digital communications, signage, and shops branding.

- Develop new methods of cross marketing between Hospice and Shops, helping to spread awareness of the work of the Hospice through the shops, and increase footfall to the shops through Hospice communications.
Our Charity Shops

What we achieved

- Delivered another year of strong sales generating a net profit of £642K from trading and gift aided donations through the shops.
- Opened a new shop in Harrow St Ann’s Shopping centre taking our shop network to 14.
- Recruited a new Retail Director who started in January 2015, following the retirement of the previous Managing Director of Shops who had played a pivotal role developing our profitable shops operation for over 20 years.

What next?

- Open 4 new shops in 2015 focusing on Brent where we currently have less representation.
- Establish an online sales team to exploit online sales opportunities including eBay and Amazon.
- Implement a training programme for shop managers.
- Complete a review of logistics to ensure appropriate to support planned growth.
- Review all shops and agree a planned maintenance and refit programme.
**How we raised our money**

**Donations**: these include money raised from mailings asking people for support to help with our vital work, donations in memory of patients at the hospice, the support of community groups and companies, and collections at shops, supermarkets and homes. Income from donations rose from £500K in 2013 to £542K in 2014.

**Gift Aid**: Tax paying donors who complete a Gift Aid declaration add 25% to the value of their donations and sponsorship. Gift Aid from donations and events rose from £99K in 2013 to £119K in 2014.

**Events**: a whole range of challenge, sporting and social events raised £592K in 2014.

**Legacies**: income increased from £721K to £938K.

**St Luke’s charity shops**: raised over £642K net profit from trading and gift aided donations through the shops. The shops are operated within our trading subsidiary, St Luke’s Hospice (Harrow and Brent) Charity Shops Limited, which also includes the hospice lottery (listed below). All profits are transferred directly to the hospice to support its charitable work.

**The Hospice Lottery** increased profits from £135K in 2013 to £162K in 2014.

**Charitable Trust support** increased from £417K in 2013 to £666K in 2014, helping us to expand and develop our services within the hospice and in the community and to extend our buildings and facilities. We extend our warmest thanks to all of the Trusts listed on the inside back cover who provided vital support for our services.

**NHS**: we receive grants from Harrow and Brent Clinical Commissioning Group of £1.3 million

**How we spent our money**

**In Patient Unit**: £1.21 million paid for the In Patient Unit which offers 24 hour nursing and clinical assessment, symptom management, respite and end of life care.

**Woodgrange Day Care**: £241K paid for the Woodgrange Centre which provides physical, psychological, social and spiritual support to patients who attend the hospice on a daily basis.

**Home Care**: £644K provided specialist palliative care and Hospice at Home services for patients who wish to be cared for in their own homes.

**Patient Care Support Services**: £1.32 million paid for a range of patient care provided across our In Patient, Day Care, and home care services, including the cost of our doctors, family support including bereavement, complementary therapies, physiotherapy, drugs for patients, management of our clinical services, catering and housekeeping services, and maintenance of clinical equipment and facilities.

**Fundraising**: £676K was spent on raising the funds we need to provide our services and in making the community aware of the care available to them.

**Governance**: £71K was spent on governance (auditing our accounts, compliance with the requirements of the Charity Commission, Care Quality Commission, Companies Act, and general trustee management.)

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[Diagram showing how the money was raised and spent]
Our Trustees and Senior Executive Team

Trustees
Sharon Aldridge Bent
Ramesh Bhanderi
Rajesh Bhatia
Clare Buckland
Julie Fewtrell
Dr A Grainger (resigned Oct 2014)
Fr E Lewis (resigned Jan 2014)
M Kozlowska (resigned Jan 2014)
John MacDonald (appointed June 2014)

Dr C Mitchell
Julia Newland (appointed June 2014)
Patrick O’Neill BA
Barney Patel (resigned January 2014)
Fatima Rahman (appointed June 201)
Mike Redhouse (Chairman)
Dr G Schiller (Deputy Chairman)
Anjna Vekaria

Our Senior Executive Team
Chief Executive Officer
Robin Webb ACIB

Director of Patient Services
Jo Archer BA (Hons) RGN PGDip MSc

Medical Director
Dr Charles Daniels Bsc (Hons) MB ChB MRCGP

Director of Fundraising and
Pam Russell BA (Hons), MInstF, MCIM

Community Relations
M A Rodger BA (Hons) ACMA DChA

Patrons
Lord Dolar Popat
Barry Cryer

Our patron Lord Dolar Popat with trustees Ramesh Bhanderi and John Macdonald at the start of the Kingsbury Temple opening procession at St Luke’s.

We gratefully acknowledge substantial support from trusts including:

- The February Foundation
- Paul Daisley Trust
- Mason le Page Charitable Trust
- Harrow Council
- The Derek Butler Charitable Trust
- Samuel Sebba Trust
- Middlesex Province Relief Fund
- Albert Hunt Trust
- Anonymous Charitable Trust
- Donald Forester Trust
- Kingsbury Charity
- Silverholme Housing Association
- Awards for All
- Trusthouse Charitable Foundation
- The Rose Foundation.

Individuals and Organisations
We would like to thank the many individuals and organisations who arranged events to raise funds for St Luke’s, or who made donations to help support our patients and their families.

Reaching more people

“"Our Vision is of a world where everyone with a terminal illness can access the care, treatment and support they need to live well, know that their family and carers are supported, and die with dignity in the place of their choice - the stories we’ve shared in this review give an insight to how we are seeking to achieve this Vision.

Everything we do is about people and relationships - we serve the people who live in our local communities and in turn we depend on your support; over 850 people who volunteer and many thousands who give to us or fundraise for us each year. There are hundreds more local people who would benefit from the care and support we provide and we aim to extend our services to reach even more people in the years to come – but we can only do this through your continued support, thank you.”

Robin Webb, CEO

For an organisation in any sector to be successful all the elements need to be in tune and working well both separately and together. I am proud to be chairman of St Luke’s which is such an organisation... As you can see from this report our income through shops, donations, events, legacies, and the local NHS is providing us with the funds we need to provide dignity to our patients, whether in our hospice, at home, or in our Woodgrange centre and to their carers with our counselling experts. Our Trustees have developed a strategy to bring our expertise to an even greater number of those who need us. All outstanding separately and together.”

Mike Redhouse, Chair of Trustees
"St Luke’s sent professionals into my home to care for me, it was a really strengthening experience. There was genuine care for us. Every time I did something new the carer said ‘you couldn’t do that last week’. It was always that encouragement that kept me going."