



**Northern  
Ireland  
Hospice**



**Northern  
Ireland  
Children's  
Hospice**

# AT A GLANCE

Northern Ireland Hospice  
Impact Report 2016/17



Dear Hospice Supporter,

2016 -2017 at Northern Ireland Hospice and Northern Ireland Children's Hospice was truly a landmark year in the organisation's history. As many of you will know, there have been several significant milestones over the years, from the first Hospice nurse delivering palliative care back in 1981, to the opening of the first Inpatient Unit in 1985 and the opening of Northern Ireland's first Children's Hospice in 2001. True to form, Northern Ireland Hospice has once again led with a pioneering approach, opening the UK's first dementia friendly Hospice in May 2016. The state of the art, 18 single bedded unit, also comprising a Community Nursing Hub, Day Hospice facilities and a dedicated Education, Innovation & Research Centre, demonstrates a real commitment to the provision of quality palliative care for future generations.

The year also brought the first formalised step in reaching out beyond cancer, expanding the palliative care approach to those with later stages of dementia. Launched in June 2016, the 'Hospice Enabled Dementia Partnership' delivers a dedicated Dementia Day Hospice offering, bringing total day hospice attendances to over 2,000 in the year. In all, 3,229 adult referrals for Hospice care were received in the year, with care subsequently delivered in the home, in the Inpatient Unit or in Day Hospice.

2016-17 was also a progressive year in children's services, with 298 children and their families availing of the specialised care offered at Horizon House, Horizon West and in the family home. Almost 2,000 nights of care were directly delivered at the Children's Hospices, however due to a severe staffing shortage in the western region, overnight stays at Killadeas were suspended midway.

In recent years, we have witnessed a number of challenges within Children's Hospice, most notably the ongoing low level of statutory support for the services.

After several years of scoping, former Minister of Health, Michelle O'Neill, launched the Strategy for Children's Palliative and End-Of-Life Care (2016 - 2026) in November 2016. As a lead partner in the scoping of this strategy, our goal was to find a mechanism through which we could work with HSC partners to improve palliative care for children with life-limiting conditions and their families, and to identify a channel for improved levels of funding for Children's Hospice services. However while

a detailed and costed implementation plan has been developed, the Department of Health have confirmed that the financial position for 2017/18 does not allow for its full roll out. Subsequently, we have been forced to enter 2017/18 with no proposed improvements to our contracts for Children's services.

At a corporate level, total incoming resources for the year at Hospice were £13.7m, a decrease of £1.3m or 8% on 2015-16, reflecting a decrease in capital donations as well as an expected reduction in legacy income due to the abnormally high impact of the change in accounting treatment in 2015-16 in the transition year. The generosity of the general public, the business community and trusts/foundations continues to be a pillar of strength for Hospice and I would like to take this opportunity to convey my sincere gratitude on behalf of the Board of Trustees and all at Hospice for this generous and stoic support.

In a drive to build on this generosity and to drive sustainability, the organisation commenced a management restructuring process in June 2016. The implementation of the revised leadership and management structure during the year has ensured that the organisational structure is now fit for the future, with a focus on strategic development, sustainability, service development and the ongoing provision of high quality care. Focus has also been placed on brand development, improved internal engagement and digital development across the organisation.

After an extremely busy 12 months across 2016-17, I am confident that Northern Ireland Hospice is ready to face the future, with clear goals, world class service provision and a highly skilled, dedicated and compassionate staff and volunteer contingent.

Your support makes all this possible,

Thank You



Margaret Butler  
Chair

# ABOUT NORTHERN IRELAND HOSPICE

**Northern Ireland Hospice is a local charity offering specialist respite, symptom management and end of life 'palliative' care to over 3,500 babies, children and adults each year across Northern Ireland.**



## Vision

The Vision of Northern Ireland Hospice is to operate as a local charity with international impact, pioneering palliative care for those who need it, whatever their circumstances, age, disease, or culture and wherever their place of care.

## Values

Northern Ireland Hospice is also committed to demonstrating the following values in all aspect of its work;

**Personal:** affording due and equitable attention to the individual and diverse needs of each of our patients, family members, carers, volunteers, staff, and supporters.

**Passionate:** affirming the individual and organisational commitment to the highest standards of care and excellence in all that we do.

**Professional:** applying appropriate skills and experience, in an ethical and/or responsible manner as each situation demands, to ensure the best possible outcomes for all concerned.

**Pioneering:** constantly striving for innovative and creative solutions to old and new challenges.

## Our Corporate Objectives for 2016-17 were:

- Optimisation of Children and Young People's Services;
- Optimisation of Adult Services;
- Stimulation of Income Generation to resource Hospice Services; and
- Pursuit of excellence in all activities

# CARING SERVICES

**At Hospice we aim to enhance the quality of life and support those who are suffering from life limiting illnesses, as well as support their families through the illness of their loved one, at the time of death, and, into bereavement. Our care is offered to children and adults of all ages, and from all backgrounds and cultures, in our Hospices and in the family home.**



## Care at Hospice

At Northern Ireland Hospice, we have three 'Hospices' which are located in Northern Ireland. Our Adult Hospice is located in North Belfast, with the two Children's Hospices, one in Newtownabbey and the other in Fermanagh. Each of these facilities have been purpose built to meet the needs of either children or adults with life limiting and terminal conditions.

## For Adults

In May 2016, we opened the doors of our new Adult Hospice, built on the site of the previous Adult Hospice. This new facility now provides eighteen purpose built dementia friendly bedrooms (known as the Inpatient Unit or IPU), along with a complementary therapy wing, a dedicated Day Hospice and also houses our Community Nursing and Clinical Support Teams.

The team of staff in the IPU is a 'Multidisciplinary Team', bringing together expertise and skills to ensure all aspects of care required by patients and their families are met.

## Pain Management and Respite

There are two common misconceptions about Northern Ireland Hospice; firstly, that we care only for those with cancer and secondly, that people only come to Hospice at the end of life.

Our Multi-disciplinary Teams in our IPU offer specialist palliative care to people with cancer, but also to those with Dementia, to those with respiratory conditions and even individuals who may have a cognitive diagnosis.

Furthermore, our IPU is not simply a place where patients are cared for at the end of life. Often patients come to the IPU for symptom management, perhaps for a change in medication or for other support, meaning that once they are feeling stronger again, they can return home to enjoy time with their loved ones in a familiar environment.

## Referrals to the Adult Inpatient Unit

Referrals to Northern Ireland Hospice services usually come from the patient's doctor, district nurse, hospital consultant or specialist palliative care nurse. Our referrals team work alongside the medical staff to ensure patients are referred to the correct service and at the best time, taking into consideration individual needs and choices.

## For Children

Northern Ireland Hospice is the sole provider of children's hospice care in all of Northern Ireland, providing high quality clinical care in a home like environment to children with life limiting and terminal conditions.



Our teams of specialist paediatric palliative care professionals provide planned and emergency short breaks and symptom management to those children in need of our support.

Children's Hospice also provides end of life care for children and supports families faced with planning for their child's end of life care. This professional support allows the family to focus on spending quality time with their child, making precious memories for the future.



In addition to respite, short breaks and end of life care, we also offer what is termed as 'Step Up' and 'Step Down' care, helping children and families who are transitioning to or from another care setting.

As with our adult hospice services, there are also many misconceptions and misunderstanding relating to our children's hospice services. Northern Ireland Children's Hospice cares for children with a vast range of life limiting conditions, and in some cases, for children who have conditions so complex that there is no 'formal' diagnosis.

Each child is unique and therefore the support and care each child needs differs greatly— sometimes it might be the case that a child is supported by Hospice for many years, visiting throughout the year for short breaks or for family respite. For other children, they may come to Hospice for a short time, at the end of their journey. Yet the focus on making every child feel comfortable, comforted, safe and happy remains the same.

## Care at Home

At Northern Ireland Hospice, our care extends beyond the walls of our physical hospices, offering specialist hospice care to children and adults with life-limiting conditions in their own homes, surrounded by those closest to them.

## Care at Home For Adults

Our Community Nursing Teams travel to family homes right across Northern Ireland, providing advice about symptoms, as well as supporting patients and families during what is undoubtedly an emotional and stressful time.

Our nurses work closely with all relevant healthcare professionals to ensure that every patient receives the highest standard of care in the comfort of their own home and should the situation or preference change regarding the place of care, our nurses can help with referrals to either the Inpatient Unit or Day Hospice.

## Care at Home for Children

Hospice care at home for children can take many forms. Our dedicated paediatric Hospice teams support families across Northern Ireland by providing regular visits to help with symptom management, often acting as an invaluable extra pair of hands in supporting parents to care for their own child.

Our dedicated staff work in partnership with the other professionals involved in the care of the child, including Children's Community Nurses and Paediatricians, to ensure all care is consistent and comprehensive, providing the utmost dignity and quality of life each child who needs our support. Often this multidisciplinary care can help to avoid unplanned Hospital or Hospice admissions and maintain the stability of the child's condition as far as possible.

Hospice Nurses can also help families by managing referrals to Hospice for additional support and depending on the individual situation and wishes of the family, Hospice staff can also support the child at end of life in the familiar surroundings of the family home.



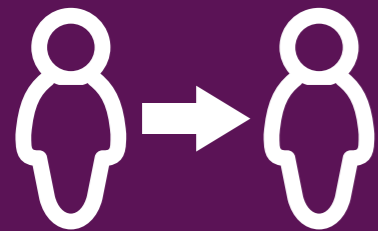
# HOSPICE AT A GLANCE



**450 STAFF**

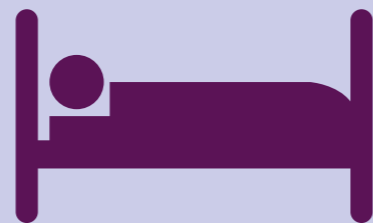


**1,500 VOLUNTEERS**



**3,229 REFERRALS WERE RECEIVED BY HOSPICE COMMUNITY SERVICES**

**DURING 2016-17, 1,961 NIGHTS OF CARE WERE PROVIDED IN NORTHERN IRELAND CHILDREN'S HOSPICE FACILITIES AT HORIZON HOUSE IN GLENGORMLEY AND HORIZON WEST IN KILLADEAS, FERMANAGH.**



**219 ADMISSIONS TO THE HOSPICE INPATIENT UNIT CULMINATING IN 4,607 DAYS OF CARE**



**2,029 PLANNED DAY HOSPICE ATTENDANCES**



**SUPPORT THE WHOLE FAMILY**

**CARE AT HOSPICE AND AT HOME**



**WORK ACROSS NI**



**28 SHOPS**



**DELIVER UNDERGRADUATE AND POSTGRADUATE PALLIATIVE CARE EDUCATION IN PARTNERSHIP WITH UNIVERSITY OF ULSTER AND QUEEN'S UNIVERSITY BELFAST**



**MADE POSSIBLE BY FUNDRAISING – COFFEE MORNINGS/ ABSEILS/ MOUNTAIN CLIMBING/ DRESS UP DAYS/ COLLECTIONS/ FOOTBALL MATCHES**



**FAMOUS AMBASSADORS – BRENDAN RODGERS, TOM MCKIBBON**



**THREE HOSPICE THERAPY DOGS – MAISIE, HOLLY AND DARCEY**



**GOVERNED BY BOARD OF TRUSTEES & SUPPORTED BY PRESIDENT & VICE PRESIDENTS**



# WHY HOSPICE MATTERS

## URSULA'S STORY

During Hospice Care Week (October 2017), Belfast solicitor and Northern Ireland Hospice service user Ursula Burns took an exceptional decision to write about her personal experience of care in our Adult Hospice.

Ursula, 58, was diagnosed with ovarian cancer on Christmas Eve in 2014. She was referred to Northern Ireland Hospice for symptom management before returning home to be with her two daughters in October. She was told in 2016 her condition was terminal.

In an inspiring and candid letter she described what it is like to live with a terminal illness and the difference it made knowing hospice care is there for her.

She said: "I'd be amazed if the word hospice did not conjure up in the vast majority of people's minds - a place to die."

Feeling at a loss earlier this year, Ursula was introduced to an Northern Ireland Hospice nurse via her GP. She then studied the Northern Ireland Hospice website, which was when she realised that services extended far beyond end-of-life care.

"I read about symptom management and pain management, with the intention that I would be helped back home into the community and to continue living. My Hospice nurse suggested a stay at Hospice as she and I felt things were getting too much for me.

I embraced the notion at once. When I went in it couldn't have been more different from how I remember it when my brother was once cared for there.

I have a big bedroom at home but the room they gave me was twice the size with its own courtyard, with plants, and its own wet-room bathroom. It was like a five-star hotel. I had the most amazing care from everyone and my consultant was incredible.



After two weeks I was able to return home, go to Marks & Spencer's and out to lunch with friends. I got myself back to being 'me'. My re-admission to the Hospice a few weeks later was mostly without my knowledge as I was so poorly with an infection I had developed.

I was very ill and thankfully, I have no memory of that 24-36 hour period, while the doctors were working away on me. At one stage they feared they would not get me back which was very traumatic for my daughters.

Obviously I'm out the other side now and back home. The day I was leaving I got to meet Eamonn Holmes who is the new Ambassador for the Hospice. My brother went to school with him and when he walked into the room I was gobsmacked.

I do know that if it had not been for my palliative nurse and the fantastic palliative doctors and nurses in the Hospice, I would not be talking about this today."

"I don't know how long I have got left. I don't know if I will be here for Christmas but I can't control that. There is a time to be born and a time to die and I can't do anything about that.

"Live everyday as if it's your last, but remember the Northern Ireland Hospice ethos is to get you as well as you can be so that your quality of life becomes the most important thing.

## MARIA'S STORY

"Northern Ireland Children's Hospice was with my family at every stage"

Maria McCartan is a proud mother to four daughters. Two of her daughters, Aine and Michelle, were born with a life-limiting condition.

Little Aine sadly passed away at her Newry home in 2012. Michelle continues to be supported by Northern Ireland Children's Hospice.

Aine received specialist palliative care at Horizon House before Northern Ireland Children's Hospice facilitated the family's wish that Aine spent her final days at home, in her own bed, surrounded by family and friends.

"We had an open day at the house and Aine's friends and teachers came to visit, and it was lovely. But we could not have done that without the support of the (hospice) community nurses. I just think the world of them.

**Aine had a lovely death and we have happy memories. At the very end I said to Aine, it's time to go now. She was holding on for me but I told her it was time to go. Aine died with peace and dignity in her own bed.**



"Thank you NI Hospice for taking away my fear and stabilising my symptoms so that I can continue to live."



The hospice nurses, they had everyone there, around Aine's bed. They said to me, Maria, you can say your goodbyes, and it was lovely. We could not have done all of that had it not been for the Children's Hospice.

They (the nurses) were fantastic. With the help of Sharon and Stephanie (Community Nursing) I could sit down and pour my heart out to them. They were my bereavement counsel. Their hearts must have been breaking too because they just loved Aine, they were part of our family. They became my friends. I got stronger because of them.

They continue to care for Michelle and they speak to my two other daughters about Aine. We all miss her but we can speak about her in a better way. We have sad times and it was tough but we have special memories. It is very easy to keep your daughter at home when you have that support."

# HIGHLIGHTS OF THE YEAR

Opening of the new Adult Hospice on Somerton Road



Launch of the Hospice Enabled Dementia Partnerships Programme



Football Manager and NI native Brendan Rodgers Joins Team Hospice as Ambassador



U105 listeners break the £1 million mark for Hospice with their 8th year of partnership



Awarded 'Dementia Friendly Award 2016' for our HEDP Dementia Project

Hospice Volunteers awarded 'Queens Award for Volunteering'



Concentio Chamber Choir hosted by First Minister Arlene Foster at Saint Macartin's Cathedral

Northern Ireland Hospice awarded Highly Commended in The 2016 Family Friendly Employers Awards



A series of Donor Recognition events held at Somerton to mark the generous support of all those who made the new facility possible



The Old School House Café opens - converting coffee to care

Established working partnership with Assisi Hospice, Singapore and Hospice Malta



Hospice hosts European Premier of The Nurse with The Purple Hair, by award winning Hollywood producer Sean Cunningham



Sir Bob Geldof visits patients at Somerton



All For Onesie Campaign - Highest performing social media post - 59,942 people reached, 29,188 video views



Awarded Best Kept Healthcare Facility in both Northern and Belfast Trust



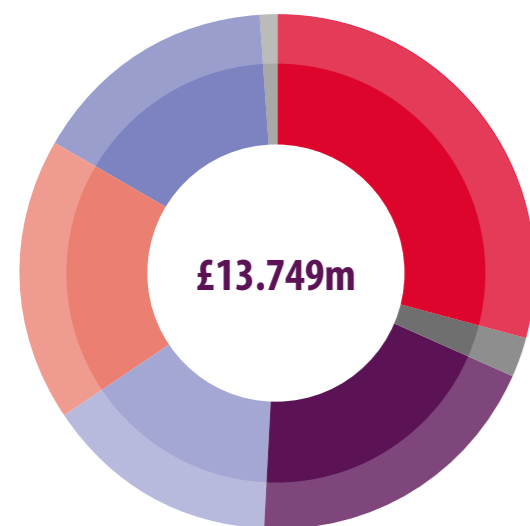
Dedicated Education, Innovation & Research Centre opens its doors providing training, research and conference facilities

Soft Play and Sensory Areas at Horizon House refurbished thanks to Wooden Spoon, the children's charity of rugby



# FINANCIAL REVIEW

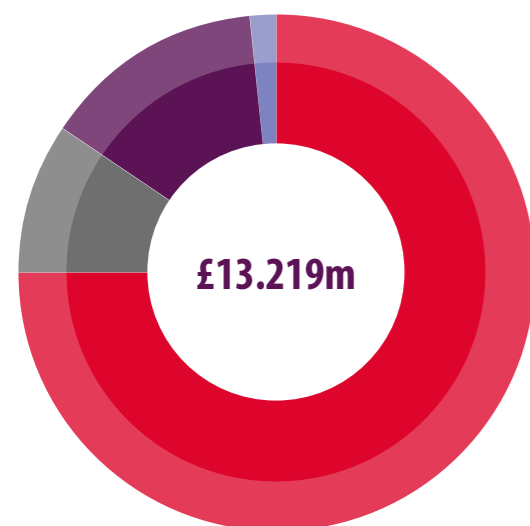
The detailed financial results for the year ended 31 March 2017 are set out in the Accounts that accompany this Report and which have been prepared in accordance with the Companies Act 2006 and the Charities SORP.



During the year to 31 March 2017 **income** (in £000's) came from:

- 29.3%** £4.031m **STATUTORY INCOME**
- 14.9%** £2.046m **LEGACIES**
- 0.9%** £0.119m **INVESTMENT AND OTHER INCOME**
- 17.7%** £2.431m **FUNDRAISING INCOME**
- 19%** £2.615m **VOLUNTARY INCOME DONATIONS**
- 15.6%** £2.149m **TRADING INCOME**

Total incoming resources for the year were £13.7m, a decrease of £1.3m or 8% on 2015-16, reflecting a decrease in capital donations as well as an expected reduction in legacy income due to the abnormally high impact of the change in accounting treatment in 2015-16 in the transition year.



During the year to 31 March 2017 **expenditure** (in £000's) was as follows:

- 75.2%** £9.937m **COST OF CHARITABLE ACTIVITIES**
- 14.1%** £1.865m **TRADING COSTS**
- 9.3%** £1.232m **INCOME GENERATION COSTS**
- 1.4%** £0.185m **GOVERNANCE COSTS & LOAN INTEREST**

Total resources expended increased by 4% or £0.6m, to £13.2m, with some of this increase relating to the delivery of new funded projects for additional activity.

**The resulting surplus for the year was £530,000**

## Headlines

### Income

Fundraising income increased by circa 21% from £2.0m in 2015-16 to £2.4m in 2016-17 which was a tremendous achievement.

Statutory and Grant income stream fell by £0.5m or 10% from £4.9m in 2015-16 to £4.4m in 2016-17, primarily due to the completion of specifically funded projects.

Health and Social Care Board increased its funding by 7% in 2016-17 to £3m, reflecting an inflationary increase as well as an additional £0.1m of funding for Children's Palliative Care Services.

### Expenditure

**Direct Charitable Costs** went up from £9.6m to £9.9m. Approximately half of this increase is attributable to cost of living increases awarded to staff as well as staff progression through salary bandings.

**Income Generation** decreased marginally over the year while Trading Costs increased by £0.1m or 7%, reflecting staff cost of living and progression increases as well as additional staff for the shop and café opened during the year.

**Every year, individuals and groups from across Northern Ireland show their support for Hospice. Without this support, we simply could not deliver the specialist care needed by so many people in our community.**



# HOW WE DO BUSINESS

Northern Ireland Hospice is a registered charity (No. NIC102337) and registered company (NI14817), governed by a Board of Trustees. The Board, who are all volunteers, are responsible for the strategic direction of the organisation, ensuring due diligence and legal compliance. Trustees are represented on Hospice's four Corporate Governance Committees.

Reporting to the Board of Trustees is the Corporate Leadership Team, comprising the Chief Executive Officer, Director of Care and Quality Governance, Director of Corporate Services and Director of

Innovation and commercialisation, with the Head of Communications, Digital Marketing and BrandManagement supporting this team.

The role of the Corporate Leadership Team is to drive the organisation forward, to lead new developments, ensure quality of service and best practise and to manage the financial sustainability of Northern Ireland Hospice.

## CORPORATE LEADERSHIP TEAM STRUCTURE



Aine Gallagher  
**Director of Corporate and Business Services**

- Company Secretary
- Finance and Contracts
- Estates and IT
- People and Organisational Development



Heather Weir  
**Chief Executive Officer**



Caroline McGoran  
**Director of Innovation & Commercialisation**

- Fundraising and Engagement
- Retail
- Education, Innovation and Research



Debbie Burns  
**Director of Care and Quality Governance**

- Adult Inpatient Hospice Services
- Children's Inpatient Hospice Services
- Adult and Community Children's Services

## COMMUNICATIONS, DIGITAL MARKETING AND BRAND MANAGEMENT

The Communications Team at Northern Ireland Hospice is responsible for maximizing and growing internal and external PR and communications, achieving maximum media coverage and raising awareness of Northern Ireland Hospice fundraising activities and platforms.

# A GLIMPSE OF 17/18

After a milestone 2016/17, the first six months of 17/18 have allowed the teams at Somerton time to settle into the new facility and operate the unit to optimum capacity. Across the wider organisation, concentrated and focused efforts are underway as part of the new organisational structure to develop improved team work and internal communications, to improve our donor care and wider external engagement and to review all departmental structures, ensuring we are appropriately structured and scaled to meet the future palliative care needs of those in our community.

Here are a few of the early highlights so far.....

## HOSPICE LAUNCHES 'BUSINESS AMBASSADOR NETWORK'

The Northern Ireland Hospice Business Ambassador Network was established in September 2017, bringing together a network of passionate individuals from all walks of life who share an interest in raising awareness of not only the work of Northern Ireland Hospice, but of the importance of palliative care as a whole. Hospice Ambassadors make a difference by promoting the work of Hospice, connecting us to their networks, sharing their expertise and getting involved in raising funds. Their valuable contributions will help to ensure the success and sustainability of Hospice into the future.



## HOSPICE CHOSEN AS GRAND OPERA HOUSE'S 'CHARITY OF THE YEAR'

A venue familiar to many across Northern Ireland, The Grand Opera House in Belfast is somewhat of an institution and a famous landmark for locals and visitors alike. Host to the annual panto, along with a packed schedule of world class theatre productions, Belfast's statuesque Grand Opera House has this year pledged its support to Hospice by naming us as their 'Charity Partner of the Year'...oh yes they did!

## EAMONN HOLMES JOINS #TEAMHOSPICE

North Belfast boy and household celebrity presenter Eamonn Holmes set time aside in Autumn 2017 to pledge his support to Northern Ireland Hospice. Joining Team Hospice as an official 'Ambassador', Eamonn's outstanding support and compassion for the work of Hospice was evident as he was unveiled to host media and staff in the Old School Café at Somerton in September 2017. Eamonn is the third Celebrity Ambassador to join the team and we look forward to unveiling some more high profile names in the coming months.







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