



Phyllis Tuckwell Hospice



Annual Review 2008/2009

Reaching out...

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# Chief Executive's report



Welcome to the 2008/2009 annual review. In this short document we summarise what has been happening here at Phyllis Tuckwell Hospice during the year and set out our plans for 2009/2010.

First of all, my sincere thanks to all those who have helped make 2008/2009 a truly memorable year; to our 150 staff, our 650+ volunteers, our 12 support groups and to the many faithful supporters of the Hospice (new and old), thank you so much!

2008/2009 was the first full year of our five year strategy and it has been particularly pleasing to see the developments in our services during this time. We welcomed the government's national End of Life strategy in July 2008 and were pleased to note that this echoes our own clinical strategy and our goal of offering patient choice. To help us achieve this, we were delighted to introduce a Specialist Registrar medical training post within our Community Team. Together, they have worked tirelessly to take our services into patients' homes and out into the community. We now offer a seven day a week community service to patients and their families, as well as providing specialist advice and support for GPs, Community Nurses and staff in nursing homes.

We have introduced group sessions, here at the Hospice, for patients and their partners/carers, to improve access to the holistic nature of hospice services earlier in the patient's illness. We now have three successful groups, focusing on relaxation and breathing, art therapy and creative writing which have been warmly received and welcomed by all concerned.

Also at the Hospice, we have been busy with the refurbishment of our In-Patient Unit, which was made possible by a restricted grant from the Department of Health. This required us to close some of our beds for part of the year. During this time we were delighted to trial a Hospice at Home service which took our 'hands on' specialist nursing services directly into patients' homes. There has been such positive feedback from this pilot project that we are now seeking sustainable sources of funding to enable us to permanently introduce this service in the future.

Once the ward refurbishment work was completed, in May 2009, we closed the Hospice at Home pilot project to enable us to re-open all eighteen beds on the In-Patient Unit once again – the first time since April 2006. This was made possible due to the continued generosity of our local community and the success of the Step It Up campaign, part of the wider Living Appeal, aimed at raising sufficient funds to enable us to re-open all of our beds. Of particular note in this campaign was the Hospice's first midnight walk, Steps Under The Stars, which saw over 700 women walking at midnight in memory of someone special to them in order to raise funds for the Hospice.

Our retail team has been busy and we were thrilled to open our first shop in Cranleigh and to refurbish our Farnham shop. Also during the year we found our site for a Furniture Showroom and Donation Centre which opened in April 2009. That now brings our total number of shops to thirteen – all of which have ambitious income targets to help raise vital funds required to deliver our clinical services.

All in all, therefore, 2008/2009 has been an extremely busy and successful year – and we look back with pride at what has been achieved. Clearly the national – and global – economic environment presents its own challenges and pressures, not only to us, but also to our supporters and the local community at large. We are, however, cautiously confident that we have foundations in place to withstand these economic difficulties, but will of course continue to monitor the situation and respond accordingly.

Towards the end of 2008/2009, we celebrated the Hospice's 30th birthday and used this as an opportunity to celebrate what has been achieved during the last 30 years – and to set out our vision for the next 30 years. We have high ambitions for this, based on patient and family feedback. We aim to give local patients and their families both an excellent service and a choice about where they'd like to be cared for by the Hospice. We call this our 30:30 Vision and we know that this approach can make a real difference in people's lives. However, this can only be possible with the continued generous financial support of the public, our local community and the government.

**Thank you all for what you do for Phyllis Tuckwell Hospice – we couldn't do it without you! I hope you will join us in 2009/2010 as we take a step closer to our 30:30 Vision.**

**Sarah Brocklebank**  
Chief Executive



# Achievements and developments 2008/2009



## Clinical

- Introduced a Specialist Registrar post (senior medical doctor training to become a Consultant) to the Community Team
- Focused on multi-disciplinary working within the Community Team in order to offer the full range of our services in patients' homes
- Developed a comprehensive training programme for local nursing homes and community nurses, delivered by our Clinical Nurse Specialists
- Trialled a Hospice at Home project in order to re-deploy In-Patient Unit nurses during the ward refurbishment; this proved hugely successful and we continue to seek ongoing funding to introduce this as a permanent service
- Permanently instated group sessions in relaxation and breathing, art therapy and creative writing for patients and their partners/carers
- Supported over 50 children through the Kingfishers Children's Bereavement Group
- Continued to strengthen good working relationships with other local Specialist Palliative Care providers and voluntary sector organisations

## Fundraising

- Completed our first successful year with the new Fundraising Team structure, tasked with diversifying our income streams
- Focused on sustainable giving and increasing our local community's awareness of the Hospice and the services we provide
- Developed strong links with local businesses and introduced more innovative ways of encouraging and sustaining corporate support
- Launched the Step It Up campaign, part of the Living Appeal, designed to brand our 2008/2009 walking and running events in specific support of re-opening all 18 beds on the In-Patient Unit; this included our first women's only midnight walk, Steps Under The Stars
- Introduced a range of Hospice branded merchandise
- Redesigned our website and online shop to reflect corporate image and branding, and to improve access to information for all stakeholders
- Received exceptional and unexpected legacy income which will be invested in the long-term development of the Hospice



...2008/2009 has been an extremely successful year – and we look back with pride at what has been achieved...

## Retail

- Refitted and expanded our Farnham shop in response to need and demand
- Opened our first store in Cranleigh with 96.4 Eagle Radio's breakfast show broadcast live from the front window
- Secured the location for our Furniture Showroom and Donation Centre on Dogflud Way, Farnham

## Estates and housekeeping

- Enjoyed the use of the Robin Barnard Therapy and Training Rooms, funded by a restricted legacy
- Initiated work on the In-Patient Unit refurbishment using a restricted grant from the Department of Health, enabling us to work towards re-opening all 18 beds
- Applied for planning permission to increase the car parking capacity on site at the Hospice, due for completion in September 2009
- Undertook a major estates review with our architects and Waverley Borough Council with a view to developing the final part of the Hospice's estate; this will be reviewed in 2009/2010
- Maintained high standards of cleanliness and hygiene throughout the Hospice

## Staff and volunteers

- Launched an internal training programme for staff and volunteers
- Invested in a Quality and Audit Lead who is supporting the critical review and improvement process across all areas of the Hospice
- Undertook a significant staff and volunteer consultation exercise to review and re-define the Hospice's mission, goals and values
- Continued to see a period of growth in volunteers at the Hospice, not only in numbers, but also in diversity of skills, knowledge and experience
- Awarded a Big Lottery grant to offer greater training opportunities to our volunteers, from lone worker training to first aid

## Statistics

- Patient referrals: 692
- Non-cancer referrals: 66
- In-Patient Unit admissions: 328
- Patients returning home rate: 37%
- Bed occupancy rate: 76%\*
- Community Team contacts (in person/by telephone): 8,950

*\*This is lower than normal due to reduced bed numbers.*



# Plans for 2009/2010

2008/2009 has shown that Phyllis Tuckwell Hospice continues to enjoy enormous support from our local community as a key player in the provision of Specialist Palliative Care. We intend to continue building on this with the goal of providing the optimum balance of services within our financial constraints. Specifically, our objectives for 2009/2010 include:

- Open the remaining two beds on the In-Patient Unit once the ward refurbishment has been completed;
- Formally evaluate the Hospice at Home project and determine how best to implement and fund this scheme as a permanent service;
- Increase Consultant cover by 8 sessions;
- Complete succession planning for Medical Director post;
- Strengthen local relationships and expertise to ensure non-cancer service provision develops in line with the government and PCT's End of Life strategy and plans;
- Continue to make progress towards achieving our five year income generation strategy in combination with a strategic marketing and publicity plan;
- Develop profitability of the Furniture Showroom and Donation Centre;
- Continue with our capital development programme, including car parking expansion and the tendering for the final phase of the Hospice's estate;
- Develop a Hospice-wide Business Continuity Plan and departmental risk registers;
- Develop an expanded IT support structure to fit our growing requirements.



# Trustees, officers and contacts

Phyllis Tuckwell Hospice has been served by the following during 2008/2009:

## President

Mr E C Tuckwell

## Board of Trustees

Nigel H Penny (Chairman)

John Wenger (Treasurer)

Tayce Connolly

Janet C Windeatt

Christopher Sprague

Alan Brooks

Virginia Colwell

Peter Duffy

Lorraine Linton

Nigel Roberts

Karen Thurston

Steve Thurlow (appointed and resigned during the year)

Stefan Kuchar (resigned during the year)

Brian G Lowe (resigned during the year)

## Contacts

### Chief Executive

Sarah Brocklebank

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### Medical Director

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### Director of Patient Services

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### Head of Estates and IT

Paul Batten

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### Head of Retail

Tim Osborn

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### Head of Finance

Pat Bowyer

01252 729436

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### Head of Fundraising

Emma Le Beau (resigned in March 2009), replaced by Roz Hutchinson

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### Voluntary Services and Reception Manager

Christine Chapman

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### Tuckwell CHASE Lottery Manager

Susan Wade

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Reaching out...

# Financial summary

The Statement of Financial Activities shows a net increase in unrestricted funds of £1.6m (2007/2008 £2.5m).

Despite total unrestricted income being lower than the previous year, we are very pleased with these figures, particularly in the light of the national economic situation. It is pleasing to note that many income lines have increased during the course of the year. Overall, however, income fell by 5% while costs increased by 11%.

The principal sources of funds for the Hospice are fundraising activities organised by the Hospice and the local community, donations, legacies, retail income and the NHS service grant. No charges are made to patients for hospice services, but the Hospice benefits from generous donations made by and on behalf of patients. Excluding legacies, the improved income of last year has been maintained and with legacy income of £2.5m, compared with £2.7m the previous year, this has been another exceptional year. The NHS service grant was pegged to a 1.7% inflation increase (which amounts to a continuing real decline in NHS funding).

Expenditure on charitable activities increased by £220K (7%) following the expansion of the multi-disciplinary care team and the strengthening of our medical team. Costs of generating funds also rose, by £265K (23%), through the additional costs of the Farnham shop refit, the new Cranleigh store and the setting up costs of the Furniture Showroom as well as the strengthening of the Fundraising Team in line with our Income Generation Strategy.

Capital expenditure on fixed assets totalled £419,000 and included the ward refurbishment (and therefore resulting in fully spending the Department of Health's restricted grant of £262K), the completion of the upstairs office refurbishment and the upgrading of the ventilation system in the kitchens.

Cash and short term deposits increased by £2.3m to £7.11m as a result of strong income generation and high legacy income. Short term deposits are placed at fixed interest rates for terms of up to a year in accordance with investment policy through our bankers or the Charities Aid Foundation bank. During the course of the year, we diversified the number of different bank accounts held to minimise our risk exposure. No investments were with the Icelandic banks.

Investment funds are largely held by Rensburg Sheppard Investment Management Ltd (RSIM) under an active management mandate. During the year, realised and unrealised losses totalled £555,000. This is in line with the general drop in the stock market. We continue to work with RSIM to monitor our investment growth and return on investment closely. Investments generated an income of £249K in the year.

Our reserves policy is for unrestricted funds not committed or invested in tangible fixed assets ("the free reserves") held by the charity to equal six months resources expended. The purpose of these funds is to cover the volatility of income levels and ensure service levels can be maintained. Based on the 2009/2010 projected budget, this equated to £2.7m reserves required; at the year end the reserves were over £4m. The Trustees therefore took the decision to increase the level of designated funds by £1m, to be added to the Service Development Fund, to bring it to £2m in order to provide greater protection for the Hospice during

this time of economic recession, and thereby reducing free reserves to £3.1m. This will enable us to continue to develop our services in the coming year when we have a budget deficit of £0.5m and to help initiate future service development plans, such as the Hospice at Home scheme, before income generation schemes come to full fruition.

The Capital Development Fund will remain at £3.35m. During the course of 2009/2010, we will be tendering for the final part of the Hospice's estate development and will be utilising a significant part of these designated funds for this purpose. Other essential capital developments that we anticipate will take place during 2009/2010 include the expansion of the car park to provide much needed additional car parking spaces as well as the possible refurbishment of the kitchen (the timing of which is dependent on the result of the tender exercise which will be undertaken during 2009/2010).

A copy of the full accounts is available from the Hospice upon request.

Nigel H Penny  
Chairman of the Trustees



# Statement of financial activity

## Income

	£	%
Retail	839,173	12%
Lottery	307,615	4%
Legacies	2,488,997	36%
Fundraising	1,285,070	18%
NHS income	714,347	10%
Donations and gifts	812,982	12%
Patient related donations	266,266	4%
Investment income	248,568	4%
	6,963,018	100%
Realised losses	-138,063	
	<b>6,824,955</b>	

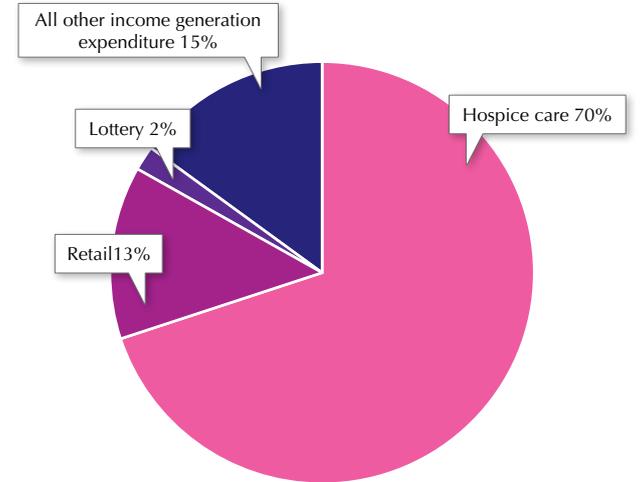
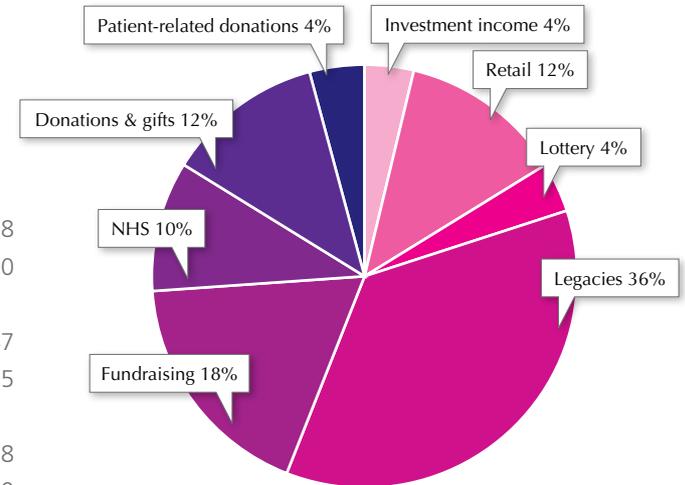
## Expenditure

	£	%
Hospice care	3,335,152	70%
Retail	636,040	13%
Lottery	107,131	2%
All other income generation expenditure	694,132	15%
	4,772,455	100%
Surplus	2,052,500	
Unrealised gains and losses	-416,939	

## Summary of balance sheet

	2009	2008
	£'000	£'000
Fixed assets		
Tangible assets	2,875	2,647
Investments	1,593	1,635
Current assets	7,410	5,858
	11,877	10,140
Creditors	-409	-307
<b>Total net assets</b>	<b>11,468</b>	<b>9,833</b>

Represented by unrestricted/ designated funds	7,366	6,160
Revaluation reserve	0	188
Other charitable funds	3,076	2,467
Restricted/endowment funds	1,026	1,018
<b>Total funds</b>	<b>11,468</b>	<b>9,833</b>



# Auditors' statement

Auditors' statement on summarised financial statements:

## Independent auditors' statement to the Trustees of Phyllis Tuckwell Hospice

We have examined the summarised financial statements which comprise the summary statement of financial activities, summary balance sheet and the summary consolidated cash flow statement.

## Respective responsibilities of Trustees and auditors

The trustees are responsible for preparing the summarised financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board.

## Basis of opinion

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error.

## Opinion

In our opinion the summarised financial statements give a true and fair view of the charitable company's state of affairs as at 31 March 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended. The financial statements have been properly prepared in accordance with the Companies Act 1985. The information given in the report of the Trustees is consistent with the financial statements.

**Registered auditors:** Sayer Vincent

## Statement the Trustees

These summarised financial statements contain information from both the Statement of Financial Activities and the Balance Sheet for the year ended 31 March 2009, but are not the full statutory report and accounts. The full financial statements were approved by the Trustees on 23 July 2009 and subsequently submitted to the Charity Commission (and to Companies House). They received an unqualified audit report and copies may be obtained from the charity's head office.

Signed on behalf of the trustees.

**Chairman of the Trustees:** Nigel H Penny



Reaching out...

# Message from Chairman of the Trustees

This has been a year of building and preparation which I believe has put the Hospice in a good position to meet the challenges that lie ahead. We continue to rely overwhelmingly on charitable giving to provide the income we need, and we have expanded our Fundraising Team while our charity shops continue to grow with the recent addition of our first furniture showroom.

For much of the year, we operated with reduced bed availability while we progressed a major refurbishment of our In-Patient Unit and I am pleased to report we are now able to open all 18 beds. We took the opportunity of bed closures to re-deploy staff and trial a Hospice at Home project that will, I am sure, give us clearer pointers on how best to expand this activity and give patients greater choice in their care.

In November, we said farewell to my predecessor Brian Lowe, who retired after nine years of service to the Hospice. We welcomed two new Trustees who have widened the range of skills and expertise available to the Board. In February, I was pleased to receive the Trustee Board of the Year award on behalf of the Hospice at the inaugural Wessex Charity Awards in recognition of the steps we had taken to respond to income shortfalls through the Living Appeal and the development of our income generation strategy.

We commence our 30th year with a strong cash position and ambitious plans to expand our services, and we are confident we will be able to withstand the financial storms of the current recession and continue to deliver care for our community. This would not be possible without the generosity of our many supporters, the hard work of our Chief Executive and her Senior Management Team, staff and volunteers, and I would like to thank them for all their invaluable support.

Nigel H Penny  
**Chairman of the Trustees**





Phyllis  
Tuckwell  
Hospice

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