

ANNUAL REPORT & FINANCIAL REVIEW

Year Ending 31 March 2023

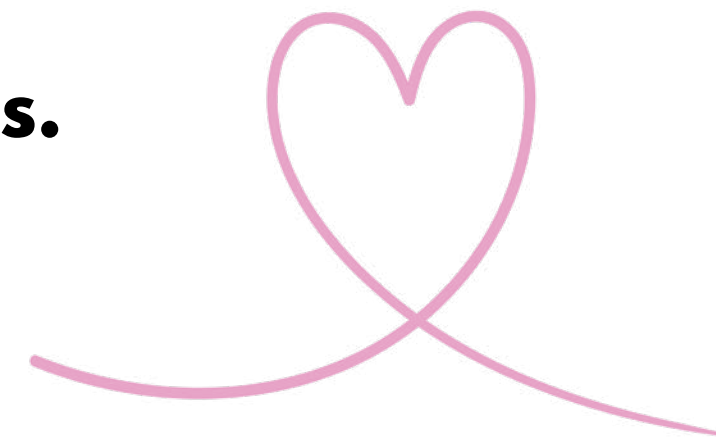




**You are at the heart of
everything we do!**



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Mission Statement.

**Our Mission is
‘to add quality
to the lives of
people with
life-limiting
illnesses.’**

Our Values.

Our Core Value:

You are at the heart of everything we do!

Inclusiveness

We recognise, respect and embrace the diversity of our communities and will ensure and promote equality in all that we do.

Openness & Transparency

We promote and encourage an open culture across all our services and departments and encourage you to share your opinions and ideas with us.

Dignity & Respect

We will treat you with respect and uphold your privacy and dignity at all times.

Responsiveness

We will be responsive to your individual and changing needs and preferences and will be proactive in how we manage these within the wider health and social care system.

Compassion

We will treat you with compassion and be sensitive to your personal needs and wishes.

High Quality Care

We are dedicated to providing the highest quality, holistic care that delivers the very best outcomes for you.





About Dr Kershaw's Hospice.

Dr Kershaw's Hospice is an adult hospice for Oldham and its surrounding areas. As a charity, we provide free specialist care for those with life-limiting illnesses as well as support for those who are important to them - loved ones, families, friends and even pets.

Since the Hospice first opened its doors in 1989, we have been providing care and support for the people of Oldham and the local boroughs, both during a person's illness, at death, and into bereavement - for as long as they need us.

The Hospice has a team of dedicated clinical staff including doctors, nurses and healthcare assistants who support patients in the Hospice's Inpatient

Unit and Wellbeing Centre along with supporting patients in the community through the Hospice at Home service and Caring Hands, the Hospice's domiciliary care service.

As leaders in our field, we reach out into family homes, hospitals, care homes and out to colleagues; offering emotional, spiritual and practical support.

The Trustees (who are also Trustees of the charity for purposes of company law) present their financial statements and annual report for the year ending 31 March 2023. The other general information given in this report covers the year between Annual General Meetings.

Acknowledgements.

The Trustees would like to thank all its funders and supporters for their invaluable financial contributions throughout the past year, enabling Dr Kershaw's to continue its vital work and support patients, and their families, within the community of Oldham.

It has been a pleasure working in partnership with the Greater Manchester Integrated Care System (ICS) and we thank them for their support.

Thanks must also be given to our Corporate Partners for their generous support, which included, but was not limited to; Ashton-under-Lyne Golf Club, Costco, Keller Postman UK, Mellor Solicitors, Norcross Lees & Riches Solicitors, Olympic Construction, Pilgrim International, Plumbase, Professional Oldham, Ribble Packaging, ROC Fire & Security, Roma Fundraising, The Mailing Room, Touch Solicitors, Urban Green Space and Wrigley Claydon Solicitors.

We are also extremely grateful to all the Trusts and Foundations who have given generously to the Hospice throughout the year, including, but not limited to: Action Together, Cash for Kids, Crane Fund for Widows and Children, Gay and Peter Hartley's Hillards Charitable Trust, Kasguma Health and Welfare Trust, The Albert Hunt Trust, The February Foundation, Gannett Foundation, Skelton Charity, The Treehouse Trust, The TK Maxx and Homesense Foundation and The Hospital Saturday Fund.

The Hospice relies on the continued support of our local community. To all the individual donors and event participants, without whom our work would not be possible, and to the generous people who left a gift to Dr Kershaw's in their Will, or have pledged to do so in the future, we thank you all for your unwavering support and generosity.

Management & Financial Details.



Trustees.

Miriam Lawton (Chair)	Appointed January 2020
Dr Paul Cook (Vice Chair)	Appointed January 2020
Jacqueline Wood (Vice Chair)	Appointed January 2021
Jonathan Lipton	Appointed January 2015
Sue Briscall	Appointed April 2014
Peter Wakefield	Appointed December 2018
Rachel Damianou	Appointed October 2019
Kim Wrigley	Appointed January 2021
Stephen Schofield	Appointed January 2021
Jonathan Edwards	Appointed January 2021
Eileen Jones	Appointed November 2022
Richard Buchanan	Appointed November 2022
David Macdonald	Appointed November 2022
Jonathan Edwards	Appointed November 2022
Ian Chapman	Appointed November 2022

Trading Company.

Dr Kershaw's Hospice Ltd	Company Secretary - Rachel Damianou
Company Number - 5221414	Charity Number - 1105924

Senior Management Team.

Joanne Sloan	Chief Executive Officer
Adele Doherty	Chief Executive Officer / Director of Clinical Services & Deputy CEO
Dr Matthias Hohmann	Medical Director
Maria Papaleo	Director of Finance
Lyndsey Donbavand	Director of Quality & Governance
Rebecca Bentham	Director of Income Development & Marketing
Lindsey Harper	Lead Nurse for Clinical Services / Lead Nurse for Community Services
Kelly Foster	Senior Sister
Sarah Longmore	End-of-Life Nurse Educator
Kathryn Harding	Bereavement Support Nurse
Mandi Halton	HR Manager

Banking Services.

Barclays Bank PLC	25 High Street, Oldham, OLI 3AZ
Charities Aid Foundation (CAF)	Kings Hill, West Mallin, Kent, ME19 4TA

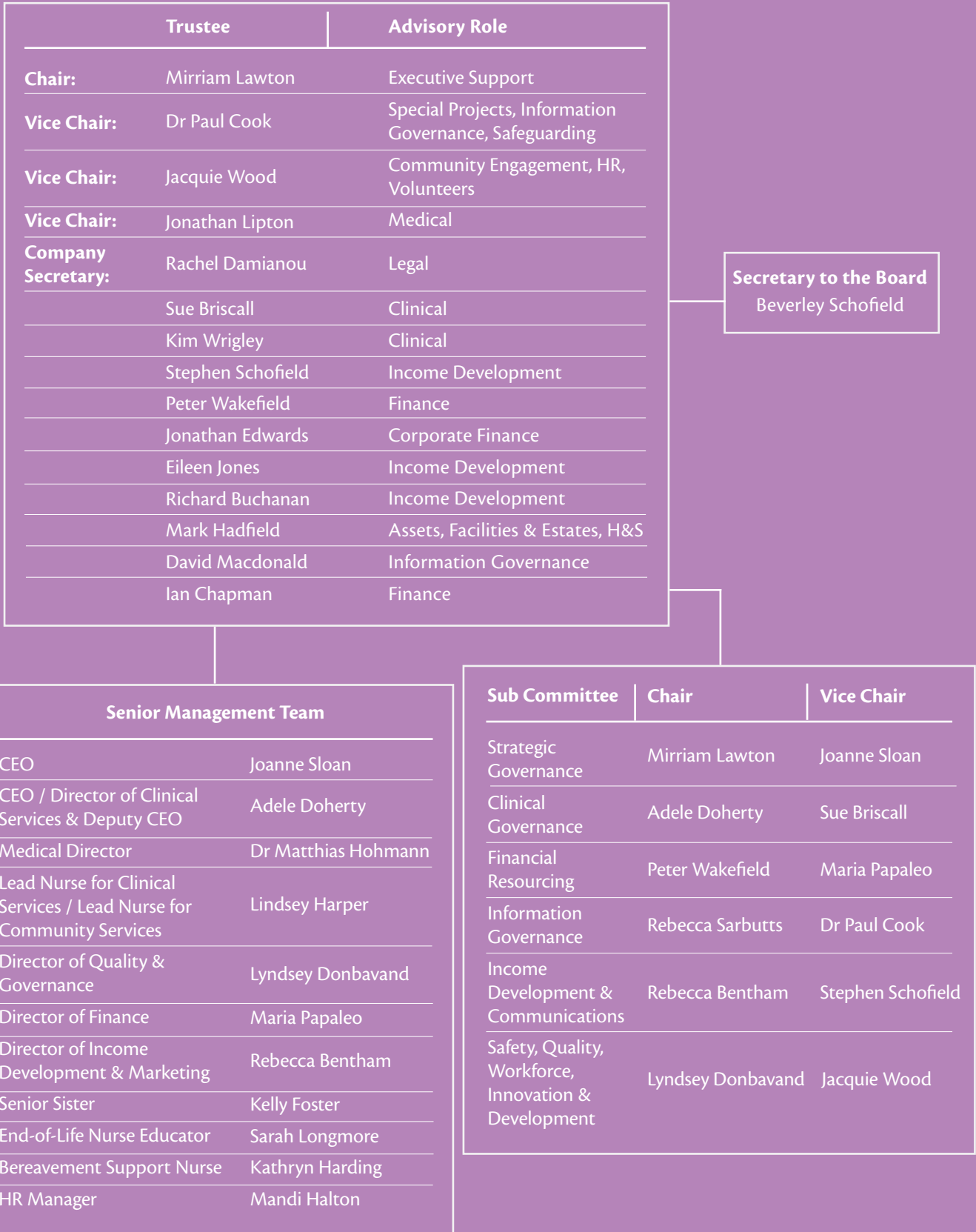
External Auditors.

Chadwick & Company - Chartered Accountants
Capital House, 272 Manchester Road, Droylsden, Manchester, M43 6PW

Structure, Governance & Management.

Dr Kershaw's Hospice organisational governance structure is shown in the diagram below.

Board Governance Structure - 2022/23.



Our Hospice.

Safeguarding.

Dr Kershaw’s Hospice is fully committed to safeguarding the welfare of all those we care for, our visitors and staff. We promote an ethos that embraces diversity and inclusion and respects the rights of all involved within our services. We recognise our responsibility to promote safe practice and to protect all from harm. We have measures in place to ensure we are able to handle safeguarding issues effectively:

- The Safeguarding Vulnerable Adults and Safeguarding Children Policies form part of our core policies that all staff must read
- All staff must undertake a range of training including:
 - o Safeguarding Adults
 - o Safeguarding Children
 - o Prevent
 - o Mental Capacity Act, Deprivation of Liberty (DoLs) and Restraint (Clinical Staff)
 - o Equality, Diversity and Human Rights

- o Learning Disabilities, Autism and Mental Health Awareness
- o LGBTQ+ Awareness
- o Chaperones and Consent (Clinical Staff)
- Our volunteers are required to complete Safeguarding Training upon joining and every three years thereafter
- We have robust reporting mechanisms through our Incident Reporting Module
- We have a number of staff members trained as Mental Health First Aiders
- The Safeguarding Audit is part of the Clinical Audit Calendar
- The DoLs Audit is included in the Clinical Audit Calendar
- We have robust recruitment practices in place
- We have mandatory DBS processes for staff and volunteers including renewals
- The DBS Audit is part of the Non-Clinical Audit Calendar

Information Governance.

Work has continued throughout 2022/23 to ensure that the Hospice was able to fulfil the requirements of the NHS Data Security and Protection (DSP) Toolkit.

We have continued to review data flow maps, impact assessments and risk assessments to give assurance that our information is secure and complies with General Data Protection Regulations. We have continued to develop and review Information Governance policies in order to refresh and develop our suite of policies in this area.

In December 2022, we employed the services of the North West Cyber Resilience Centre to complete a Cyber Risk Exposure Assessment. Overall, they found that Dr Kershaw’s Hospice risk exposure was low with multiple categories across control areas fully meeting the standards set out. An action plan was developed so that we could make further improvements in a small number of areas and we worked on completing these actions over the

remainder of the financial year.

We hold a Service Level Agreement with St Ann’s Hospice to secure the invaluable skills of their Data Protection Officer. The Hospice also procures the specialist skills of an external IT company, Foresight IT Solutions. Together, with the assistance of Foresight and the Data Protection Officer, we gained certification to the Cyber Essentials Scheme. At Dr Kershaw’s, we understand the importance of data security and work very closely with both partners.

We recognise the heightened risk of cyber attack and fully understand how this could affect the organisation should it occur. We have invested time and resource into upskilling our workforce by inviting and encouraging all staff to attend training sessions hosted by North West Cyber Resilience on the prevention and mitigation of cyber attacks. We have also taken specialist advice in this area to ensure that our organisation, information and service users are protected as much as possible.

Our Hospice.

Organisational Governance.

The Board of Trustees is fully committed to the values and principles of the Hospice. They are responsible for ensuring that Dr Kershaw’s has a clear strategy, that it remains true to its original vision, and that it complies with all necessary rules and legal obligations. The Hospice, with oversight from the Board, has continued progressing with the strategic objectives set out in the 5 Year Strategy and made good progress throughout 2022-23.

Trustees are appointed following advertisement and interview by a panel of existing Trustees. References and Disclosure and Barring Service checks are taken up before a formal recommendation to appoint the individual is made to the Board by the Chair. Trustees also have an annual appraisal, conducted by the Chair. The Trustees participate in a mandatory training programme which includes Data Security, Health & Safety, Fire Awareness, Safeguarding Adults, Prevent and Equality & Diversity.

Trustees are recruited to ensure that the Board has a wide range of business experience and clinical knowledge. In 2022, Dr Kershaw’s recruited five new Trustees with expertise in Finance, Income Development, Health & Safety, Risk Management, Assets, Facilities and Estates.

The Trustees are responsible for effectively managing our resources so that we are able to meet our objectives, this includes but is not limited to, monitoring spending in the best interests of the Hospice, approving the annual financial statement and budget and seeking to minimise risk. The day-to-day management of the Hospice is under the direction of the Chief Executive and the accompanying Senior Management Team.

All potential risks to the organisation are held within our Risk Register – this is a live document, updated at all Sub Committee Meetings with key issues reviewed at every Board Meeting by both the Chief Executive and the Trustees.

The Board meets with the Chief Executive and Medical Director on a bi-monthly basis to discuss pertinent matters taking place at the Hospice and its shops. Particular attention is given to financial resourcing, quality improvements, clinical data and training compliance and decisions are made to ensure that we are using our resources effectively without compromising quality of care.

By November 2022, the Board comprised of fourteen Trustees. Jonathan Edwards stepped down in May 2022 as a result of limited availability. Mirriam Lawton (Chair) thanked him for the valuable contribution to the Income Development Sub Committee during his year supporting the Hospice Board. We recruited five new Trustees in November 2022 – Eileen Jones, Richard Buchanan, David Macdonald, Mark Hadfield and Ian Chapman. We wish to welcome them to Dr Kershaw’s Hospice and look forward to working with them.

Mirriam Lawton (Chair) announced that she would be stepping down on 31st March 2023 and Paul Cook would take over as Chair from 1st April 2023. We would like to thank Mirriam for all of her hard work and dedication to the Hospice over the years. Jonathan Lipton took the position of Vice Chair in March 2023 alongside Jacquie Wood.

The Chair thanks the Trustees for the significant time commitment, excellent attendance records and contribution to improving outcomes for users of Dr Kershaw’s services.

Joanne Sloan announced that she would be stepping down on 31st March 2023 as the Chief Executive Officer after 5 years in post and 9 years at the Hospice. Adele Doherty accepted the post of Chief Executive Officer and a handover period began in November 2022. Adele would like to thank Joanne for her many achievements over the years, her dedication to the Hospice and the continued support that she has extended to Adele personally.



Audits.

In 2022, we developed further audit calendars to complement our existing Clinical Audit Calendar, these included Non-Clinical, HR and Volunteer Audit Calendars. The clinical and non-clinical audit results, summaries and associated action plans are displayed throughout the Hospice so that all staff are able to engage with the audits.

In August 2022, we developed an Audits and Action Plans module on Vantage resulting in the Quality Team having more effective oversight of this process. We are now able to track audits to completion, schedule in audits that need to be recompleted and analyse compliance.

We also introduced a Quality Monitoring Calendar to clearly outline how our audits meet the requirements set out in the five CQC domains. It outlines the frequency of audits and sets out a clear schedule in order to offer ongoing assurance.



91%

Overall Audit
Compliance

Patient Experience.

Dr Kershaw’s Hospice is always looking to initiate service improvements; therefore, feedback is extremely important to us. In the last year (April 2022 to March 2023) we received 224 compliments from service users and their loved ones in the form of surveys, cards and feedback forms.

Within the survey, we include the Friends & Family Test questions enabling us to participate in national data collection activities. The annual results of the Friends & Family Test show that 96% of respondents rated our service as ‘Very Good’, the highest rating.

Within our surveys, we ask patients and their loved ones whether there is anything that we could do to improve our services in order to gain insightful and constructive feedback. In this financial year, we received 6 concerns raised in survey responses. These concerns were investigated thoroughly by our Senior Clinical Team and the respondents were contacted and all concerns were resolved satisfactorily with actions taken to improve services.

The common themes in the responses were around delays in treatment or medication. To enable us to improve services, a new process was implemented on our Inpatient Unit, in order to map more clearly when medication was requested and when medication was given. An audit was completed following this and on average, pain medication was given within 15 minutes of a request. In terms of delays in treatment, our Hospice at Home sent a reminder to Community Services, to explain that we are a rapid response service and that scheduled visits for syringe drivers should be completed by other services where possible.

In our Sub Committee Meetings, we have developed dashboards which include compliments and complaints so that positive feedback and learning outcomes can be shared. We share feedback and patient stories at our Sub Committee Meetings to ensure everything we do enables the highest quality care.



“
Excellent care given during a difficult time as a family. Staff were very professional. I cannot think of anything to improve the service, it was 10/10.
 ”

FFT Data 2022-23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
Very Good	48	50	25	27	150
Good	2	2	0	0	4
Neither Good nor Poor	0	0	0	0	0
Poor	0	0	0	0	0
Very Poor	0	0	0	0	0
Don't Know	1	0	0	1	2

“
At a very difficult time when my husband needed end-of-life-care our family felt great relief and comfort knowing he was in caring, professional 24-hour care. It truly is a wraparound service of the highest order.
 ”

“
Staff were very attentive and treated my husband with kindness and respect. Staff were sympathetic after he died and explained what would happen carefully, I felt they cared about me as well as my husband.
 ”

Clinical Services.

Inpatient Unit.

In January 2023, we were able to use our two double rooms to their full capacity following a decision to use them as single rooms to control the infection risks during the pandemic. This brought our total beds up to twelve. With the increased number of beds, we were able to deliver two new services that worked in conjunction with Royal Oldham Hospital in order to relieve winter pressures until March 2023. The two services were:

In-Reach: The In-Reach Service worked to recognise patients who needed end-of-life-care who would be more suitably cared for in a hospice setting. The Hospice was able to care for 16 patients during the two months that the service was commissioned.

Step-Down: The Step-Down Service offered care for patients who were to be discharged to their home or to a care/nursing home safely with appropriate social support. The Hospice was able to care for 7 patients during the two months that the service was commissioned.

A member of our Senior Nursing Team visited Royal Oldham Hospital every morning to establish whether there were any patients suitable for a hospice admission. If a patient was found to be appropriate, we arranged for them to be admitted to the Hospice on the same day. Our Nursing Team also offered specialist advice on other palliative and end-of-life patients who were unable to be admitted to the Hospice.



“
Dr Kershaws provided a perfect environment for my mother’s final month. I only have excellent words and thanks for the care she received. THANK YOU!
”

195
Admissions to the
IPU

0.5 days
Average referral to
admission time for
In-Reach & Step-
Down

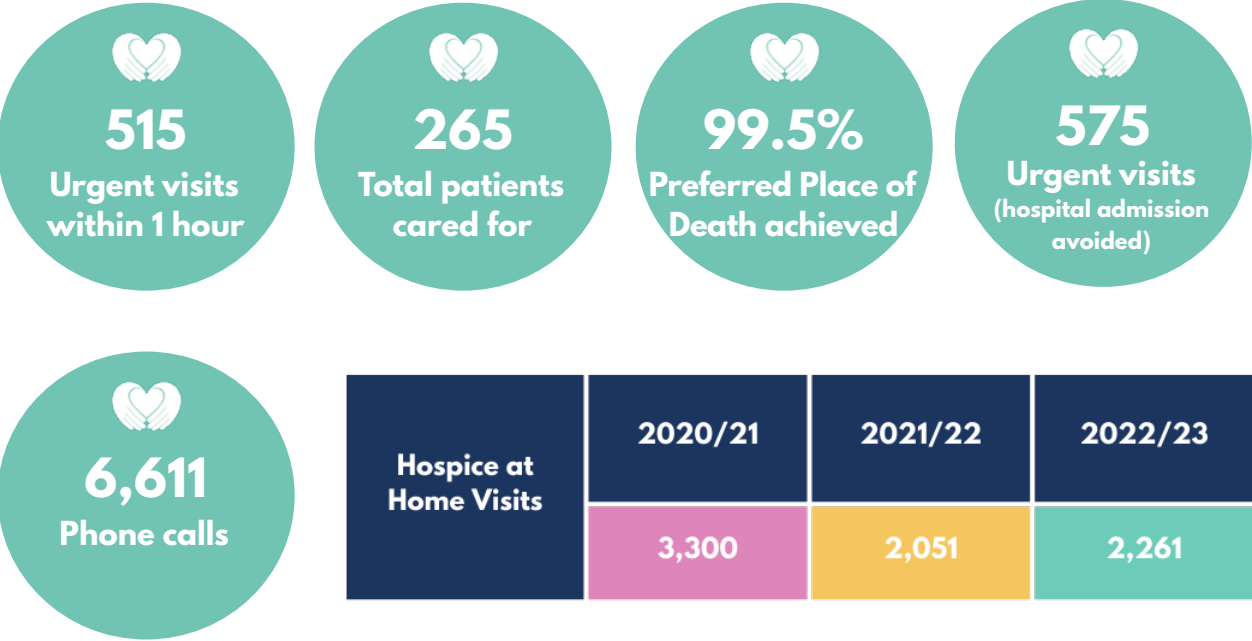
99%
Preferred Place of
Death achieved



Hospice at Home.

Our Hospice at Home service continues to benefit the local community by providing individualised, responsive and flexible end-of-life-care. Hospice at Home work alongside and in addition to services provided by the Community Nursing Team, Home Care Providers and Specialist Palliative Care Nurses.

It is a rapid response service aiming to reduce the need for hospital admissions and allows patients, in their last weeks of life, to fulfil their wish to die comfortably at home. In total, 575 visits were deemed urgent and would have resulted in a hospital admission if our Hospice at Home Team were not there to help.



“As my wife’s life drew to its close because of Dementia, Dr Kershaw’s Hospice at Home were a very welcome addition to our support services.”

“I already knew about the high standard of care that the Hospice at Home team provide, but being on the receiving end of it really highlighted the true professionalism, dedication and warmth that they give in abundance.”

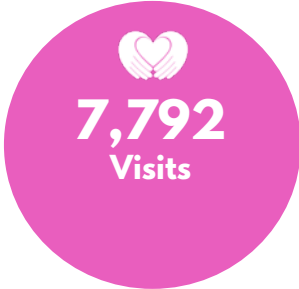




Caring Hands.

Caring Hands is a domiciliary care service with an excellent reputation for providing high quality, personalised care for patients with life-limiting illnesses. The team is specially chosen with well-trained Healthcare Assistants visiting patients in their last weeks or months of life in their own homes.

The service offers individualised care that is flexible and responsive to the patient and their loved ones. Throughout the year, the team cared for 141 patients and put in place an individualised care package for each service user.



	2020/21	2021/22	2022/23
Caring Hands Visits	8,723	8,468	7,792

The care, help and kindness received from Caring Hands was greatly appreciated by us all. We could not have managed without them. Mum actually said the day before she died “what would we do without you?” The ladies made mums last days comfortable and allowed her to keep her respect and dignity with personal care. They also looked after me and checked how I was feeling too. Thank you so much!

Staff were amazingly compassionate and professional. The level of care and support was exceptional.

Wellbeing Centre.

The closure of our Wellbeing Centre provided us with the opportunity to rethink how we were providing our Wellbeing services. We devised a new model of care that allows us to better meet the needs of specific populations and service users.

Groups have been arranged that are targeted and specialised. We have developed strong working relationships and collaborated with Macmillan, the Christie, Oldham Memory Assessment Service and other local care providers to ensure that our support is accessible to those who need it.

We have opened a number of groups in the Wellbeing Centre including:

The Nightbird Project: A creative life story project to support people affected by life-limiting illness started in February 2023.

Dementia Hub: A weekly drop-in support service in collaboration with Oldham Memory Assessment Service has been running since November 2022.

Men's Group: A counsellor-led Men's Group to support men with life-limiting illnesses began in January 2023 and has developed into an open group.

Social Group: A fortnightly social meeting open to anyone connected to the Hospice.

In the new financial year, we will be expanding our services to include:

- Wellbeing Walks
- Complementary Therapy and Crafts
- Carer Support Groups



I went to the Wellbeing Centre after my father had passed away to collect some memory boxes for his grandchildren, the staff were brilliant and so caring, once again helping me during a very painful time.

The Nightbird Project

We were awarded £10,000 from The Hospital Saturday Fund in early 2022 to set up The Nightbird Project, and after much planning, the project commenced in February 2023.

It was inspired by a former patient who died in the Hospice in September 2021 after receiving care from us for the last year of her life. She discovered and found comfort in her creative self during the course of her illness, and also wanted to share her life story with others.

Reflecting on this with her husband, we wanted to facilitate this experience for others affected by serious illness, and so The Nightbird Project was designed to support people to share their life stories in creative ways.

We have brought together a supportive group of incredible people all impacted by life-limiting illness, and have shared our stories, our laughter, our creativity and our friendship to wonderful effect.



It's such a beautiful atmosphere. Feels like I'm with friends even though we've just met.



Bereavement Support.

Bereavement.

In terms of the expansion of our Bereavement Support Services, throughout the year we have seen a higher demand for more support and were able to offer three Bereavement Support Groups. As a result, and following an initial fixed term contract, the Hospice recognised the valuable contribution that the counsellor made and made the decision to make the role permanent.

We also provide bereavement and wellbeing resources in collaboration with Me and My Therapy, a counselling service specialising in bereavement and loss, to support children to communicate and process complex feelings about loss and bereavement. We also provide books with messages that are evidence-based and age appropriate to

support children and young people as their loved ones are accessing Hospice services.



The uniqueness of our experience meant we experienced a care beyond end-of-life and were engaged months in advance with the Bereavement Support Nurse. This enabled us to live with cancer and also achieve our wishes at the end. The staff exceeded their vocational role throughout.

Counselling.

Our full-time counsellor started at the Hospice in August 2022, and made a strikingly positive impact across our Inpatient and Wellbeing Services. The counsellor offers specialist psychological support where required on the Inpatient Unit, as well as one-to-one counselling sessions and group support to people accessing our Wellbeing and Bereavement Support Services.



* Over an eight month period



Learning & Organisational Development.

Dr Kershaw's Hospice is committed to the development of its staff and aims to provide a working environment in which staff are able to maximise their performance, commitment and contribution. This is supported by the End-of-Life Nurse Educator based at the Hospice.

At the Hospice, we provide a mandatory training programme via a blended approach to learning including face-to-face, online and practical methods of teaching. This reflects current practice and is consistent with relevant national and local regulations/legislation. Mandatory training compliance has been consistently high all year and we have expanded the programme to include Learning Disabilities, Autism & Mental Health Awareness and LGBTQ+ Awareness for all staff to promote inclusive practices.

We arrange a comprehensive induction for staff who are new to the Hospice, they are welcomed with a full orientation to help them settle into their new roles and ensure that they have the knowledge and support they need to perform their roles. We aim to give them background on the Hospice and its culture, information on the services we provide and our core values that we expect all staff to adhere to.

In October 2022 the Education, Training, Learning & Development Strategy was developed which outlines our objectives and visions to enhance and maintain the highest standards of quality directly in patient care and throughout all departments.

In line with the strategy, one of the objectives was to launch an Education and Training Prospectus as it is our mission to provide excellent education and training to improve the knowledge, skills and attitudes of our staff and volunteers. We also deliver training to our external partners in order to share our specialist knowledge in palliative and end-of-life-care and to promote best practice.

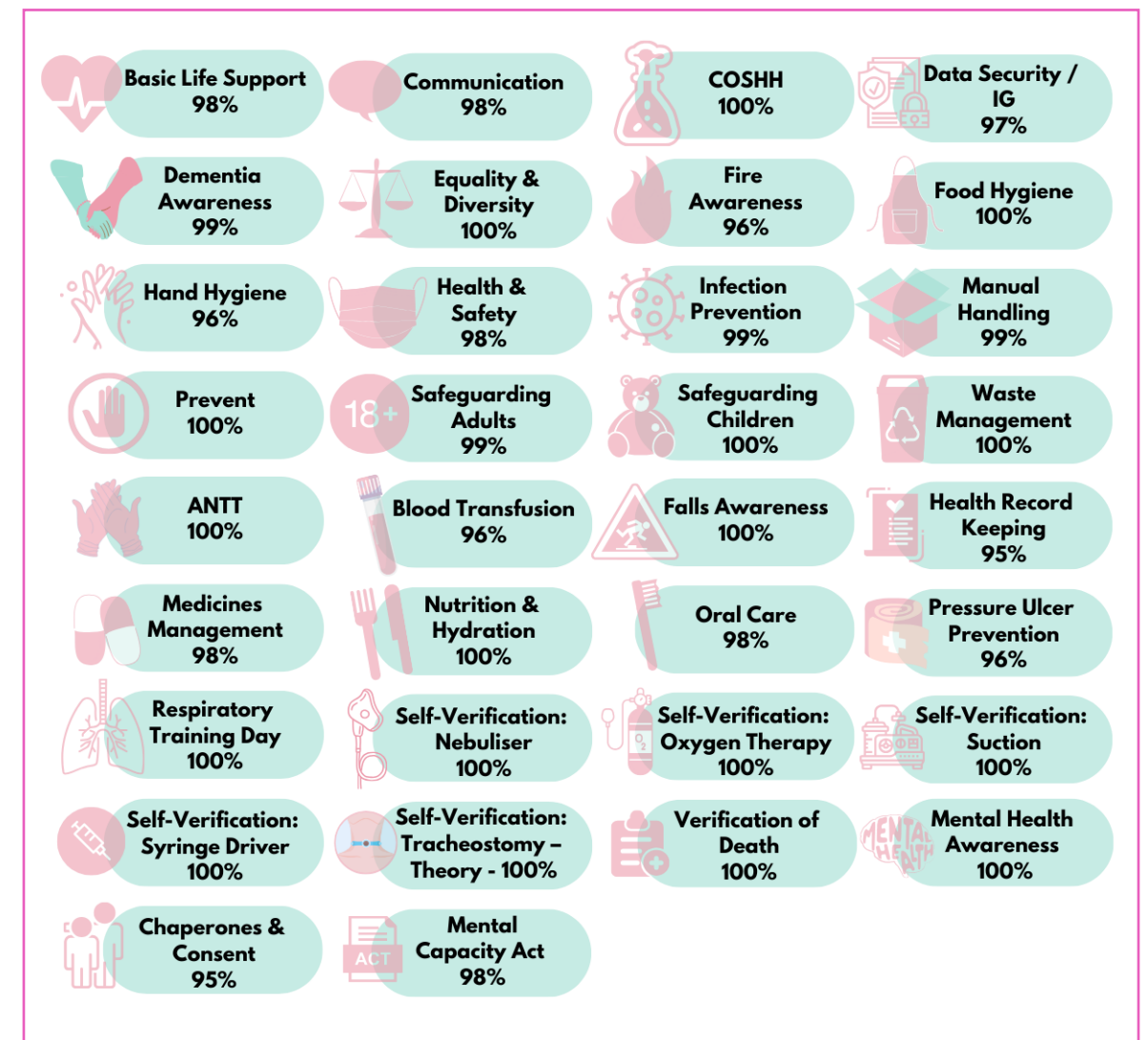
We deliver a wide range of specialist palliative, end-of-life and non-clinical in-house training, including but not limited to:

- Naso-Gastric (NG) Tube Placement & Management for Gastric Drainage
- Tracheostomy Care & Management
- Non-Invasive Ventilation
- Venepuncture & IV Cannula Insertion & Care
- Supporting a Healthy Bereavement
- Grief Awareness
- Mayfly Advance Care Planning Programme
- Palliative Care Emergency Training
- Delegation
- Team Building
- Communication Skills
- Presentation Skills

In order to deliver this training, we use specialist equipment including a training defibrillator and a patient care simulator mannequin for hands-on training in a wide range of skills required for day-to-day patient care.

We also work in collaboration with our partner organisations, Northern Care Alliance and Pennine Care NHS Foundation Trust, to provide on-site training to Trainee Nurse Associates (TNAs) to whom we also offer bespoke placements.

The training was extremely interesting, informative and useful. Thank you!



Staff Resilience.

Healthy Workforce.

In October 2022, we released the Wellbeing Strategy to establish how we would maintain a healthy, content, resilient and productive workforce who are able to work to the best of their ability. There are five key areas of focus within the strategy, they are:

- Mental Wellbeing
- Physical Wellbeing
- Social Wellbeing
- Financial Wellbeing
- Environmental Wellbeing

We are committed to the continuation of a regular wellbeing programme that was introduced in the previous financial year. We have extended our wellbeing offer and now organise for two wellbeing weeks to be held throughout the year where staff can attend a range of free complementary therapies and treatments.

Our cohort of Mental Health First Aiders recompleted their annual training to ensure that they are up-to-date with all relevant procedures.

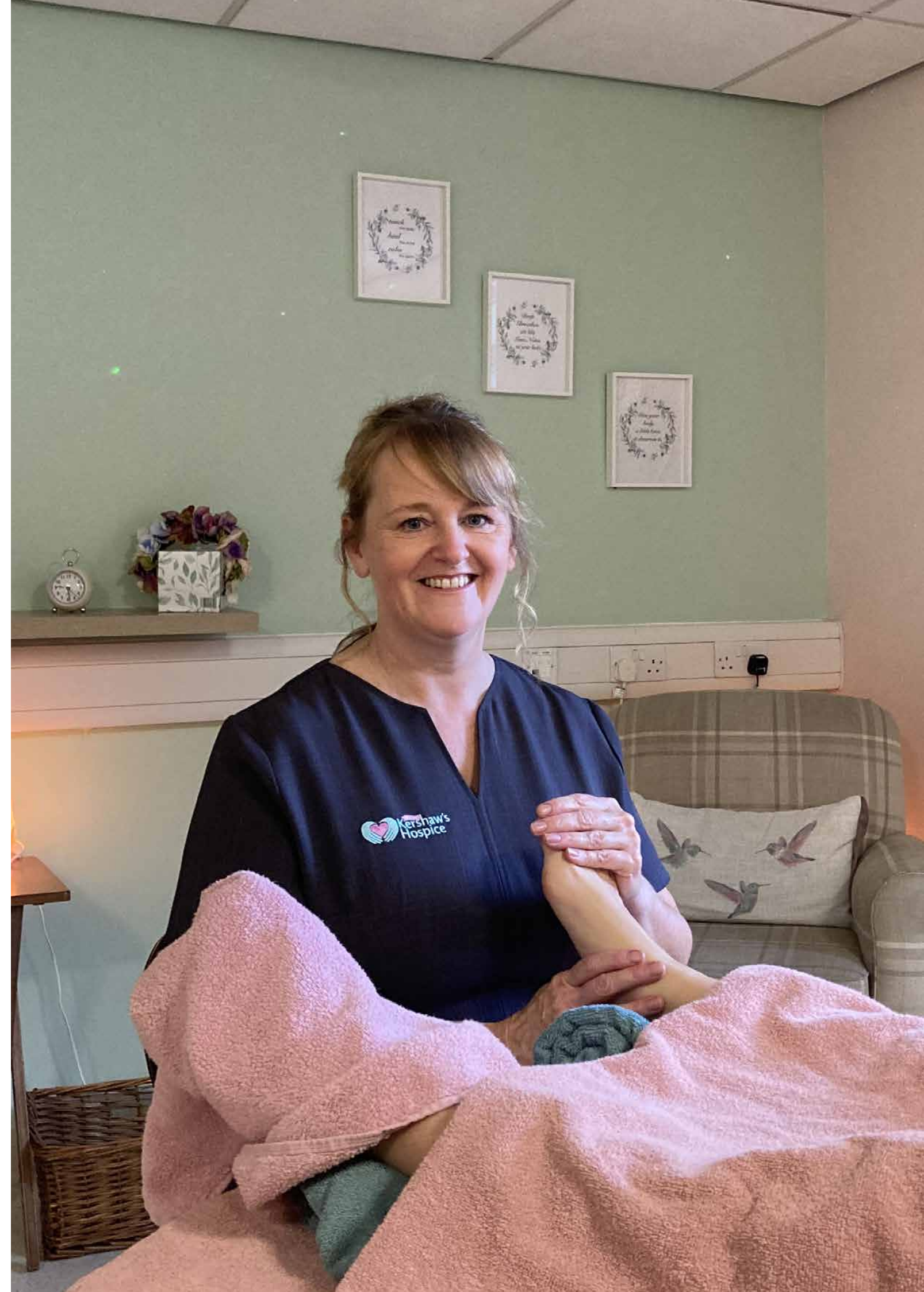
We host Staff Forums each quarter following implementation in the previous year, a member of each team shares their current areas of focus, a recent high and a recent low. It has a steady membership and allows staff to engage with organisational updates including the risk register and current projects. The Nurse Forum continues to be held monthly with engagement from different members of the Clinical Team.

Current Wellbeing and Staff Progression Initiatives:

- | | |
|--|--|
| - Clinical Supervision | - Schwartz Rounds |
| - Connect 5 Training | - Significant Events Analysis meetings |
| - Cycle to Work Scheme | - Staff Complementary Therapy Sessions |
| - Discounted Staff Meals | - Staff Discount Card |
| - Mental Health First Aiders Bulletins | - Staff Surveys |
| - Occupational Health Referral and Support | - Themed Staff Wellbeing Weeks |
| - People Management Programme | - Trainee counsellors providing one-to-one support |
| - Recognition of national days/weeks | - Wellbeing Pinboards |
| - Recruitment & Retention Strategy | - Wellbeing Strategy |

The HR Department is always on hand to assist staff with any wellbeing or HR concerns. It has gone from strength to strength following a member of staff successfully completing a HR Administration Qualification.

Four members of the Senior Management Team completed Neuro-linguistic Programming (NLP) training and have learnt the benefits of NLP techniques in the workplace. NLP can be used for improving mental health, team-building, effective workplace communication and goal-setting. The participants have trained as Coach NLP Practitioners and are able to offer coaching and mentoring to other Managers.



Volunteering.

The Volunteer Department has made significant progress implementing the Volunteer Development Programme over the last 12 months following successful development of the Volunteer Strategy. The development of specialist roles means almost all departments at Dr Kershaw's now have some level of specialist administrative support available to them.

The growth of the team and the offer available to volunteers has led to the successful development of a new role within the Volunteer Department which will commence in the new financial year.

One of the highlights of the year has been the ability to relaunch a social calendar for our volunteers, with a Christmas Social, Volunteer Week Celebrations and a number of small coffee mornings. Plans are now in place to develop a meaningful wellbeing offer for our Volunteer Team.

We now have systems in place which mean we can maintain a high level of training compliance through our robust renewal process. We have also

sought opportunities to offer specialist training and development opportunities to our volunteers, e.g. Me and My Therapy Workshops, Deaf Awareness and Sign Language. This is something which we plan to expand upon; developing training sessions to support volunteers in their roles and as an opportunity for personal and professional development.

Despite the uncertainty of recent years, we have been fortunate and retained a large number of our volunteers and we are seeing an increase in applicants wanting to support us. In the last financial year, 318 volunteers contributed 30,914 hours of their time making a cost saving of £315,359.68 to the Hospice.

Without volunteer support there are a number of services we would struggle to continue to deliver and the pressures on our staff would increase significantly. Moving forward with implementing the Volunteer Strategy, we will be focusing on developing additional support for clinical services.



Dr Kershaw's is a special place I am happy to be part of the team.



It is always a pleasure to volunteer in the shop, there is an excellent team spirit and everyone is valued.





Corporate Services.

Housekeeping.

The Housekeeping Team has continued to deliver high quality cleaning services and maintained excellent cleaning standards throughout the Hospice environment. This has been evidenced within the

Patient-Led Assessments of the Care Environment (PLACE) audit report and surveys of experience responses where the cleanliness of the Hospice has met expectations.

“
Dr Kershaw’s is such a beautiful, clean and calm hospice that is set in such lovely and tranquil gardens and surroundings.
”

“
Every part of the building was kept lovely and clean.
”



Corporate Services.

Reception.

The Reception Team has maintained a professional and friendly front-of-house reception service that delivers an exceptional customer service experience, making visitors to the Hospice feel welcome and valued.

A review of the reception services was completed

to optimise processes and procedures. Role-related training has also been introduced to ensure that the team meet expectations with regards to providing a professional, helpful and polite response to enquiries in person and over the telephone.

Catering.

The Catering Team has continued to provide the highest quality and most appropriate meals for inpatients and ensure they receive the best possible nutrition during their stay at the Hospice.

Seasonal menus have been designed to offer a varied choice of home-cooked food for lunch and evening meals. The Catering Team also support specific dietary requirements, as required.

Dr Kershaw's Hospice has maintained its food hygiene rating of 5 following the unannounced inspection from the Foods Standard Agency, who were reassured with the catering procedures in place and very good standards were found with regards to hygienic food handling, cleanliness, the condition of

facilities and management of food safety.

Due to the pandemic, restrictions were in place within the Hospice and the Wellbeing Centre was temporarily closed, this meant that activity within the onsite café was impacted as a result. In 2022/23, the Catering Team took the opportunity to remodel the café service and expand the menu options including the introduction of fresh sandwiches, jacket potatoes, homemade soup, tempting homemade treats and a special of the day.

Since the relaunch of Café K and the reopening of Dr Kershaw's Wellbeing Centre, it has been fantastic to see it is back to its vibrant self and complementing the activities that are taking place at the Hospice.

The food provided not just to the patient but for visitors too was excellent, even in the early hours of the morning they would provide a hot drink and a sandwich if you wanted one.

They catered to Mums food needs and always provided a suitable choice.

Facilities, Health & Safety & Risk Management.

The approved contractor process was refined to ensure all service providers and contractors carrying out work on Hospice premises are satisfactorily organised and competent in Health and Safety management, in regard to their own activities and their impact to staff, volunteers, the public and Hospice services. A full review of all existing principle and secondary contractors was completed and robust procedures were put in place to ensure mandatory requirements including the completion of a Hospice Contractor Questionnaire has been scrutinised and all due diligence checks have been approved prior to any planned maintenance and servicing being scheduled.

Developments have continued throughout 2022/23 to create bespoke maintenance modules on the Vantage electronic system, which is enhancing the effectiveness of record management and reporting functions within the Facilities Department.

In addition to verbal internal maintenance requests, a total of 665 work requisitions reported on the electronic Facilities Helpdesk were completed by the Facilities Department during 2022/23.

Throughout the year testing and servicing included within the preventative maintenance schedule was completed by the Facilities Department and approved contractors, which has supported the prevention of failures, malfunctions or breakdowns by performing regular inspections, testing, cleaning and replacement of parts as needed.

During 2022/23, the Hospice took the opportunity to proactively review the internal strategic and health

and safety operational management processes and structures. PIB Risk Management (External Hospice Health & Safety Specialist Provider) completed an independent RiskMAP to inform the Hospice overall risk profile and actions for improvement.

Following receipt of the Risk Management Action Plan in April 2022 the Hospice enhanced operational controls including:

- Implementation of a Hospice Safety Management System developed in line with the Health & Safety Policy core values
- Development of a Hospice Legal Register outlining all related organisational regulations and legislation to evidence how the Hospice meets its moral and legal duty obligations
- Internal Hospice risk assessment review to ascertain if any further additional control measures could be identified to assist and support the reduction of impact and likelihood to the exposure of a hazard
- Safe system of work information sheets developed to enhance staff awareness relating to the control measures arising from internal risk assessments
- Mandatory training sessions to support working safely have been introduced
- Inclusion of a dedicated Health & Safety section on the Hospice intranet, which includes all relevant documentation and information for staff to access

In the ever-changing world of risk management, the RiskMAP has become a live process and will be kept under constant review.



665
Work requisitions
completed

Quality, Innovation & Improvement.

Vantage.

We have continued to utilise our Vantage system to create more modules to support robust operational and data management procedures and to support quality initiatives. These modules have become an integral part of Hospice systems and help us to move towards becoming a paperless organisation. We are also able to manage personal data securely, improve efficiency and effectively manage processes.

New modules in 2022/23 include Audits and Action Plans, Strategic Objectives and CAS Alerts.

Actions and Audits Module

This module has allowed us to bring all paper-based action plans into one place so that actions are more visible, allowing staff to follow through with actions and provide progress updates. It is also easier to schedule in re-audits and ensure that we maintain high levels of compliance across the board.

Strategic Objectives Module

The Strategic Objectives module was launched to track our progress against the objectives set out in our 5 Year Strategy. The module allows permitted users to update the progress of an objective and the aim is to do this within Sub Committee Meetings where objectives have always been reviewed. Each objective has an associated action plan and tracks the percentage of completion.

CAS Alerts Module

The CAS Alerts Module was launched in November 2022 in order to record and track actions taken as a result of alerts from the Central Alerts System and Food Safety Alerts. The module is working really well and following an audit in March 2023 on its usage, the audit compliance was 93%.

Static Dashboards

Throughout the year, following development by Vantage, we were able to launch various static dashboards to all staff. This allows staff to easily check their upcoming training, core policies, annual leave, actions and much more. Senior Dashboards were developed for Line Managers and the Senior Team to allow them to keep track of their teams training compliance, annual leave requests, incidents, complaints and actions from audits or strategic objectives.



Quality, Innovation & Improvement.

Other Quality Developments.

The Quality Team worked on various other projects throughout the year including policy processes, audits and Key Performance Indicators.

Policy Process

In order to provide assurance around our policies, we introduced a system whereby staff would need to read a set of core policies relating to their role and sign to say that they have read and understood them. Staff were very understanding of this process and within a month all sheets were signed.

Audits

In order to align with the governance of clinical teams, we introduced audit calendars for non-clinical processes and teams. The Non-Clinical Audit Calendar covers many areas and the HR and Volunteer Teams introduced audits specific to their teams. We introduced a Quality Monitoring Calendar to provide assurance as to the audits that were to be completed throughout the year and the frequency in which the audits should be done.

Within the Clinical Audit Calendar, we introduced the Hospice Assessment and Accreditation System (HAAS) Audit. A similar tool is used in the community and we adapted it to measure the quality of care that is provided at the Hospice. The framework incorporates key clinical indicators and the five standards set out by the Care Quality Commission (CQC). In August we achieved 94% and developed an action plan to make improvements. We re-completed the audit in December 2022 and achieved a very impressive 98%.

Key Performance Indicators

In 2022/23, we began to develop our Key Performance Indicators and one of our main goals was to engage all staff with this. We settled on a document that covered the five CQC domains and set out our indicators within each of these. A research project was completed to find the best way to set targets, for example, against national targets or based on our own previous data. The template was completed in early 2023, ready for the data relating to Quarter 4 of 2022/23 to be collated and displayed in the new financial year.

As well as the document which we intend to be on display throughout the Hospice, a main display showcasing a selection of our Key Performance Indicators will be displayed in the Learning Hub.

GM Hospice Quality & Governance Group

In November 2022, GM Hospices created a new group to bring together the Quality and Governance Leads from each hospice. Our Clinical Data / Quality Manager was invited to join and the aim is:

- To establish a platform for discussing and improving the quality and governance practices within the Greater Manchester Hospices
- To foster collaboration and knowledge sharing among key stakeholders to enhance overall hospice performance
- To identify and address quality and governance issues, risks, and opportunities
- To develop strategies, policies and guidelines to promote a culture of quality and effective governance

We look forward to working with other hospices within Greater Manchester and sharing best practices and ideas.

Income Development.

The Income Development Team's core objective is to secure sustainable income in support of the Hospice strategy. Only one third of Dr Kershaw's funding comes from the Integrated Care System (ICS), with the remaining £4.1 million annual budget being raised through fundraising activities and donations.

Hospice Shops.

The stores went through a period of refurbishment during the fiscal year, focusing on a new boutique style and aligning with our revised branding, with all materials being sourced in-kind and the work carried out by Hospice staff and volunteers. Due to closures for the refurbishments the shops came in just under budget by £84,141, securing a gross income of £469,459. However, despite coming in just under budget, comparing activities with the year previous in 2021/22, sales increased by 40%, footfall increased by 8.3% and Average Transaction Value (ATV) was up by 23%.

The Hospice's newest asset, The Furniture Hub, which opened in November 2021, continues to go from strength to strength securing on average just over £10,000 a month in gross income, which is up by 53% a month from last financial year. The store has its own

During the 2022/23 financial year, the Hospice saw a drop in fundraising income due to the cost of living crisis impacting the UK. However, our loyal supporters continued to donate enabling us to achieve some key highlights during the year.

Facebook page and exceeded its target of 1,000 followers in just a couple of months. The store has also ventured into new opportunities to raise income, including rentable furniture, craft fayres, and selling children's sporting footwear.

Throughout the year there has been a number of retail recruitment campaigns, with staff retiring and to meet the growing demands on the Team. To support the Retail Team and to develop our warehouse activities we appointed two new part-time drivers, who provide much-needed collections and deliveries throughout the community.

A huge thank you to all our customers and donors who support our shops and help to raise vital income for patient care both in our Inpatient Unit and out in the community.

Hospice Lottery.

2022/23 saw our door-to-door and venue canvassers for the Lottery back in full swing, and in new venues. However, due to the cost of living crisis membership numbers started to fall slowly and numbers of players has stayed within the 13,700-13,800 region for some time, with small increases and decreases each month; offsetting the final number of members in play.

The Hospice was only able to run three bumper Draws in the year due to a lack of resource and the migration to a new Lottery software. Players were asked to donate instead of the usual Spring Draw. The three bumper Draws during Summer, Autumn and at Christmas raised £18,072.35 vs £47,544.24 in 2021 (which held four Draws). However, due to our longstanding members and their generosity, during 2022/23 the Lottery contributed £360,000 to the Hospice in support of patient care, compared to £300,000 in 2021/22.

To help the Lottery recover from the repercussions of the pandemic, to diversify our offering for members, and to reduce overheads, the Lottery Team conducted a piece of research with members to help inform the development of a new Lottery framework.

With a 4% response rate to questionnaires, the Lottery Team were able to use members' feedback to evolve the Lottery offer which included:

- The use of tickets and ticketless draws

- Reducing the number of bumper draws per year to two
- Reducing the number of editions of the Hospice newsletter from four to two per year
- Increasing the prize pot for each bumper Draw

This new framework will be embedded in the new financial year going forward.

Dr Kershaw's Hospice Lottery is committed to ensuring that the Lottery is operated in a secure, fair and socially responsible way and endorses responsible gambling amongst its members. Dr Kershaw's Hospice Lottery is a member of the Hospice Lotteries Association, which is committed to working together to encourage responsible gambling and provide access to support if needed. Dr Kershaw's Hospice is licensed and regulated in Great Britain by the Gambling Commission under account number 5224. 80p* of every £1 goes directly towards providing patient care, 9.9p* towards lottery prizes, and the remaining 10.1p* is spent on lottery administration, training, staff costs, licenses and marketing. The average number of players in the Draw is 13,858*.

Thank you to all our members and players of the Lottery and bumper Draws, for your continuous support. Every £1 you play helps the Hospice to care for patients and their families when they need it most.

**These figures are based on income and expenditure for December 2022.*





Fundraising.

Event Fundraising.

The 2022/23 events calendar saw the return of our usual events, with the addition of some new activities for supporters to get involved with. However, we retained a virtual element to some of our events so that supporters from further afield or internationally could participate.

The first event of the fiscal year was a new event, Rose to Remember, which saw our community once again come together at the Hospice after such a long break due to the pandemic. The event had a lovely atmosphere and gave families the chance to buy a rose to remember a lost loved one. The event received wonderful feedback, with members of the community stating how pleased they were that the Hospice was finally open once again. Over 400 roses were sold generating just over £8,000 in income for patient care.

Another new event for the year was the Dr Kershaw's Cup. This time, twenty-two corporate companies

supported the Hospice by competing head-to-head on the golf course for the coveted trophy. In addition to a round of golf, participants enjoyed a welcome breakfast and a fundraising dinner with prizes presented after the game. The sell-out event raised just under £10,000 for the Hospice, and will now be a regular feature in our annual events calendar.

The calendar also saw the return of Strictly Dance, Light Up a Life, the Christmas Carol Concert and the Christmas Fayre. Collectively the Hospice's events programme raised £67,333 which was 22% over target.

The success of our events is due to our local community, and we want to thank everyone who has volunteered, participated, attended and supported our events this year. Our events bring our community together but also help to raise vital funds towards our clinical services that support patients in the Oldham Community.

Corporate Fundraising.

Corporate Partnerships have been slow to pick up following the pandemic, as companies recover and due to limited resources within the Hospice. However, staff recruitment and new initiatives have helped to revive this income stream for the Hospice.

The 1989 Club was launched in February 2023, which rewards businesses that enter into a Corporate Partnership with Dr Kershaw's. Membership of the club runs consecutively over a 3-year period, and includes a range of benefits for each business.

Our founding members of the Club were Ribble Packaging, Pilgrim International and Olympic Construction.

New and longstanding supporters from local businesses continued to support the Hospice throughout the year through 'Charity of the Year' partnerships, sponsorship opportunities, volunteering, and donations. We are delighted to be working with the local business community and want to thank all our Corporate supporters.

Trusts & Foundations Fundraising.

Trust Fundraising had started to grow for the Hospice due to a dedicated Fundraiser in post. However, from August 2022 onwards this post has been vacant, limiting the number of applications we have been able to submit for funding.

Nonetheless, grant funding towards Hospice initiatives has been secured for:

- Bereavement boxes
- Comfort packs
- Volunteering
- Core costs
- Specific projects including The Nightbird Project

Dr Kershaw's is extremely grateful to the Trusts and Foundations that supported us throughout the year.

Fundraising & Marketing.

Community Fundraising.

Our community's support, as ever, did not waver throughout the year. The dedication and loyalty of our supporters is overwhelming and our thanks go out to all who supported us.

Throughout the year, members of the public hosted their own events or fundraising activities to raise vital funds for the Hospice. Activities ranged from dress down days, dance showcases, marathons, sponsored walks, hosting concerts, saving pocket money, to Facebook birthday fundraising, and more. To all our fundraisers, thank you to everyone who did something in aid of our Hospice and helped to raise awareness and essential funds for patients who need our care now and in the future.

In addition to all our supporters' events, our Hospice Community Team also hosted a range of challenges and events that people could sign up to, including; the Bunny Hop, Colours Fashion Show, Yorkshire 3 Peaks and a Sky Dive.

Dr Kershaw's Hospice Friends continued to give

generously with over £25,950 donated to support clinical services.

Over £200,000 was raised by the community throughout the year, and our sincere thanks go to everyone who supported us including, but not limited to; Adventure Based Learning, Albert Lodge of Freemasons No854, Booths Garden Centre, Brooklands Private Day Nursery, CH Medical Practice, Co-Op Royton, Crompton & Royton Rotary Club, Crompton House School, Daisy Nook Garden Centre, Enterprise Rent-A-Car UK Ltd, Hollinwood Academy, Hope Congregational Church, Mossley Cancer Committee, Newbank Garden Centre, North Chadderton School, Oldham Hulme Grammar School, Oldham Metro Rotary, Primark Stores, Rotary Club of Oldham, Life for a Life, Saddleworth Tractor Group, Shaw and Crompton Parish Council, St Anne's Church of England Primary School, St Chad's CE Primary School, St Herbert's RC Primary School, The Village Day Nursery and Woodhouses Voluntary Primary School.



Marketing & Communications.

Our Communications Team has grown over the past year and continues to focus on dynamic, digitally-driven communications; drawing on online activities, using patients and their families' stories, and dispelling the myths surrounding hospices.

Online support has increased throughout the year with engagement and followers on Facebook, Twitter, Instagram, LinkedIn, and YouTube increasing. The Hospice has continued with its weekly page in the Oldham Times, featuring key updates and stories on patient care. Coverage has also been included in the local press and on the radio, including the Oldham Times, Oldham Reporter, The Oldham Chronicle (online), Saddleworth Monthly, Saddleworth Life, Saddleworth Independent and Oldham Community Radio 99.7FM.

Many thanks to all local media for their support with special thanks to the Oldham Times and Oldham Community Radio 99.7FM for their continued support of the Hospice.



Financial Review.

The Statutory Accounts for the year ended 31st March 2023, have been prepared in accordance with the Statement of Recommended Practice Accounting and Reporting by Charities (SORP 2019), and comply with all statutory requirements. Following the appointment of the Hospice's Accountants and External Auditors, Chadwick & Company Chartered Accountants, both the format and content of the Statutory Accounts embrace the advice and recommendations of our Auditors.

The overall net increase in funds was £197,954 (2022: £690,000).

The Hospice's principal sources of income are donations, legacies, NHS income, our retail outlets, fundraising, Lottery and trading surpluses. A total income of £4.578 million was achieved in the current financial year – an increase on the previous financial year of 6%.

The Hospice recognises, and would like to give special thanks to Greater Manchester Integrated Care who continue to support the Hospice, and contributed £1,666.5 million to Dr Kershaw's. These funds are secured through our block contract to support both our Inpatient Unit and Hospice at Home services. Greater Manchester Integrated Care additionally continue to support further care in the community provided by our Caring Hands Domiciliary Service.

The Hospice was able to provide support services and capacity to Royal Oldham Hospital through the Winter Surge and received £360,000 for this.

Legacies received for the year ended 31st March 2023

totalled £523,494. Whilst this is higher than the long-term average, the figure is below the previous year which benefited from the exceptional Barras bequeathment of £802,038 to be used to develop the Hospice gardens.

Dr Kershaw's Lottery continued to performed well and contributions to patient care were £360,000 for 2022/23, an increase of £60,000 on the previous year. Following discussion with the Auditors, it was agreed that the unincorporated Lottery undertaking should make a payment to the Hospice of £500,000 from its surplus - this is recorded within *Other Trading* activities. The remainder of the surplus (£324,000) will be paid in the 2023/24 financial year.

Elsewhere, income generally held up well, with retail income benefiting from the first full year of trading at the Furniture Hub.

The Hospice continued to see increases in the cost of goods and services, with an increased spend of almost £635,400, a rise of 18.4% to the previous financial year. This primarily reflects cost of living impacts on both staff and non-staff costs alike.

As of 31st March 2023, the funds balance of the Hospice sits at £10.590 million. A detailed analysis of funds held can be found in notes 22 to 25 in the Hospices Statutory Accounts.

The Hospice would like to express its sincere thanks and appreciation to everyone who contributes to our running. Whether this be in time, gifts or monetary donations. The work we do would not be possible without our loyal supporters.

Investments.

Following a tendering exercise, RBC Brewin Dolphin were appointed as Fund Managers in December 2022. Financial Assets, primarily backing the Reserves of the Hospice, were subsequently transferred into a balanced, medium risk Investment Portfolio which over the longer term will generate returns which can be used to further advance the aims of the Hospice.

The Investment Portfolio is managed and monitored on behalf of the Board of Trustees by the Finance Resourcing Sub Committee.

Change in the market valuation of the Investment Portfolio are recorded within *Other Recognised Gains and Losses*. For the year ended 31st March 2023 this was a loss of £31,500.



Financial Review.

Reserves.

A Statement of Unrestricted Funds is shown in Note 23 of the Statutory Accounts. During the year, the Trustees reviewed the reserves policy and set out the criteria required to hold designated reserves going forward.

Firstly, an *Absolute Minimum level of Free Reserves* will be held, equal to the funds required to ensure the orderly closure of the Hospice. This includes the fulfilment of all financial obligations, predominantly but not limited to staff notice/redundancy and lease commitments.

Secondly, the Hospice designates an element of its reserves to ensure the resilience and continuity of its core operations. This covers a period of loss making arising from, for example, a shortfall in income and

set aside funds for essential expenditure (e.g. repairs, equipment replacement and building works).

Remaining free reserves are available for designation into the *Development Fund*. This will provide the financial resources required to further develop services in line with the Hospice's strategic objectives.

Reserves in excess of that designated, are available to spend on any of the charity's purposes and further enable the Hospice to meet its financial commitments and obligations. This excludes all fixed assets, restricted and designated funds.

Note 24 of the Statutory Accounts provides further detail around the *Designated Funds* of the Hospice.

Financial and Reputational Risk.

Dr Kershaw's Hospice recognises the risks associated with the nature of its operating activities. There have always been uncertainties - non-commissioned and voluntary income is less predictable and more difficult to budget for. The recent impact of COVID-19, the current cost of living crisis and high inflationary environment means that the Hospice now operates in a different, more volatile and possibly riskier environment.

The Hospice is pro-active in mitigating these risks via its Risk Management process. The Senior Management Team meet regularly to discuss current and potential risks, and put controls in place to

mitigate these. Our main external risk, and this is reflected as the highest risk on our Risk Register, is that of Cyber Crime / Attack. Dr Kershaw's Hospice continues to work very closely with its partnering Hospices, and has for a number of years held a Service Level Agreement with St Ann's Hospice to secure the invaluable skills of their Data Protection Officer.

Statement of Board of Trustees' Responsibilities for the Financial Statements.

The Trustees are responsible for preparing the Trustees Report and the Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charity Statements of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity company will continue in business

The Trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware, there is no relevant information (as defined by section 418 of the Companies Act 2006) of which the charitable companies' auditors are unaware, and each Trustee has taken all steps necessary in order to make them aware of any audit information and to establish that the charitable company's auditors are aware of that information.



Dr Kershaw's Trustees 2022/23.

Statement of Board of Trustees’ Responsibilities for the Financial Statements.

Public Benefit Statement.

In setting our objectives and planning services, the Trustees of Dr Kershaw’s Hospice have considered the Charity Commission’s general guidance on public benefit. Dr Kershaw’s Hospice provides hospice services free of charge to those individuals

aged over 18 years with life-limiting illnesses living in the Oldham Borough. The charity also provides supportive care for their families and carers and our care services are available, without restriction, to all groups in the communities we serve.

Charitable Purpose

To promote the relief of illness and suffering in such ways as the Trustees think fit:

(1) by establishing, maintaining and conducting residential nursing and convalescent homes for the reception and care of persons of either sex who are suffering at any age from any chronic or terminal illness or from any disability or disease attributable to old age or from any other physical or mental infirmity, disability or disease and so that any such home may be restricted as aforesaid to patients suffering from any particular type or types of illness, disability or infirmity and by providing medical or other treatment or attention for any such persons as aforesaid in their own home;

(2) by conducting and promoting or encouraging research into the care and treatment of persons suffering from any such illness, disability, disease or infirmity and particularly into the care and treatment of persons suffering from cancer or terminal illnesses and by providing for the dissemination of the results of such research;

(3) by promoting or encouraging or assisting in the teaching or training of doctors, nurses, physiotherapists and other persons engaged in any branch of medicine surgery, nursing or allied services and in the teaching or training of students in any branch of medicine, surgery or nursing or allied services



“From our first moment of stepping inside the Hospice we were treated by welcoming and caring staff. Because of the kindness and generosity of time shown by all who cared for mum it made a traumatic event become more manageable.”

**Dr Kershaw's Hospice
would like to express
its sincere thanks and
gratitude to everyone
who fundraised,
supported, or donated
to the Hospice during
the past year. Your
generosity enables
the Hospice to remain
open and provide free,
quality, specialist care
to our local community.
On behalf of all our
staff, patients, and
their families we
THANK YOU!**





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Reg. Charity No: 1105924

