

Meeting the need Preparing for the future

Impact Report 2021-22



Welcome to our Impact Report for 2021-22



I'm delighted to welcome you to Rennie Grove Hospice Care's Impact Report.

I hope you enjoy reading more about the impact that Rennie Grove has had throughout this extraordinary year of challenges caused by the COVID-19 pandemic.

My mother, Peggy, was told by phone that she had suspected bowel cancer at the height of the pandemic in June 2020. To receive such news over the phone was a devastating blow but from that day on my mother managed her condition with bravery and determination.

During her working life mum had been a nurse so she knew what was happening and what was to come. She was a strong, independent woman and despite everything, she faced the challenges of her condition with much courage and dignity. My mother had been experiencing pain for about a year before her diagnosis so when the pandemic began, I moved in with her to help her cope.

I lived with her until the end of her life as it was her wish to be able to stay at home. It was very difficult to be so isolated by the pandemic. We could not see the rest of the family due to restrictions in place around Covid-19. She was determined to manage her own care for as long as she could, with some support from me. We supported each other through this very challenging time.

We were coping well until things seemed to go downhill very rapidly in August 2021. We couldn't get on top of her pain and that is where Rennie Grove came in. We were referred to end of life care by mum's GP and within two days had the support of Rennie Grove nurses.

I will be forever grateful for having such wonderful, trusted nurses stepping in to care for mum. Every time I called them out they were so kind and respectful of her. They treated her with such dignity and consideration. I don't know how we would have coped without them.

My mum and I needed the support of Rennie Grove health care assistants during the last week of her life.

Every one of them was so considerate and respectful of her dignity. I thought my mum might find it difficult to accept help with personal care but they were so professional and considerate that she did, and this made a huge difference to us all.

Having this support enabled my family and I to fulfil my mother's wish to stay at home. This was even more significant during the pandemic, as visiting was so restricted in hospitals.

I will always remember how all the Rennie Grove staff spoke to her and explained what they were doing, even when she was no longer conscious. The kind, personalised and respectful care my mother received from Rennie Grove nurses and health care assistants at the end of her life really has restored my faith in humanity.

As a nurse herself, and an excellent one at that, I can't tell you what it meant to me that mum received such exceptional nursing care in her final days. It truly did make the world of difference.

Maggie

About Rennie Grove Hospice Care

Our purpose

We believe that everyone with a life-limiting illness should be able to live well for as long as possible and have the choice to die at home.

We will put you and your family at the heart of our specialist care, visiting day and night, supporting you to live the best quality life you can and to make every moment together matter.

Our values

- We are caring and compassionate
- We engage and empower
- We strive for excellence
- We develop and innovate
- We respect and value

What we do

Our care for patients is based on helping them to live the best quality life they can. Whether we meet them soon after diagnosis or later in their illness, our specialist staff in Day Services and our Hospice at Home teams work with patients and their families to tailor their care and provide support to enhance their wellbeing.

Every day and night of the year, our Hospice at Home service is available to visit people at home providing essential nursing care and the reassurance needed to keep patients out of hospital, surrounded by the people and things that matter to them most. Our children's Hospice at Home service offers support and peace of mind to families from 8am to 8pm Monday to Thursday with 24 hour on call over the weekends and extending to 24/7 support at end of life.

We are also here for the families and carers of our patients whenever they need help and support and our range of family support services is available to them throughout the illness and beyond. By focusing on quality of life both for patients and their families we can help them make every moment together matter.



Our care is provided at no cost to our patients and families and is made possible by the generous donations we receive from our local community.

Welcome to our Impact Report for 2021-22



I'm delighted to welcome you to Rennie Grove Hospice Care's Impact Report.

I hope you enjoy reading more about the impact that Rennie Grove has had throughout this extraordinary year of challenges caused by the COVID-19 pandemic.

My mother, Peggy, was told by phone that she had suspected bowel cancer at the height of the pandemic in June 2020. To receive such news over the phone was a devastating blow but from that day on my mother managed her condition with bravery and determination.

During her working life mum had been a nurse so she knew what was happening and what was to come. She was a strong, independent woman and despite everything, she faced the challenges of her condition with much courage and dignity. My mother had been experiencing pain for about a year before her diagnosis so when the pandemic began, I moved in with her to help her cope.

I lived with her until the end of her life as it was her wish to be able to stay at home. It was very difficult to be so isolated by the pandemic. We could not see the rest of the family due to restrictions in place around Covid-19. She was determined to manage her own care for as long as she could, with some support from me. We supported each other through this very challenging time.

We were coping well until things seemed to go downhill very rapidly in August 2021. We couldn't get on top of her pain and that is where Rennie Grove came in. We were referred to end of life care by mum's GP and within two days had the support of Rennie Grove nurses.

I will be forever grateful for having such wonderful, trusted nurses stepping in to care for mum. Every time I called them out they were so kind and respectful of her. They treated her with such dignity and consideration. I don't know how we would have coped without them.

My mum and I needed the support of Rennie Grove health care assistants during the last week of her life.

Every one of them was so considerate and respectful of her dignity. I thought my mum might find it difficult to accept help with personal care but they were so professional and considerate that she did, and this made a huge difference to us all.

Having this support enabled my family and I to fulfil my mother's wish to stay at home. This was even more significant during the pandemic, as visiting was so restricted in hospitals.

I will always remember how all the Rennie Grove staff spoke to her and explained what they were doing, even when she was no longer conscious. The kind, personalised and respectful care my mother received from Rennie Grove nurses and health care assistants at the end of her life really has restored my faith in humanity.

As a nurse herself, and an excellent one at that, I can't tell you what it meant to me that mum received such exceptional nursing care in her final days. It truly did make the world of difference.

Maggie

About Rennie Grove Hospice Care

Our purpose

We believe that everyone with a life-limiting illness should be able to live well for as long as possible and have the choice to die at home.

We will put you and your family at the heart of our specialist care, visiting day and night, supporting you to live the best quality life you can and to make every moment together matter.

Our values

- We are caring and compassionate
- We engage and empower
- We strive for excellence
- We develop and innovate
- We respect and value

What we do

Our care for patients is based on helping them to live the best quality life they can. Whether we meet them soon after diagnosis or later in their illness, our specialist staff in Day Services and our Hospice at Home teams work with patients and their families to tailor their care and provide support to enhance their wellbeing.

Every day and night of the year, our Hospice at Home service is available to visit people at home providing essential nursing care and the reassurance needed to keep patients out of hospital, surrounded by the people and things that matter to them most. Our children's Hospice at Home service offers support and peace of mind to families from 8am to 8pm Monday to Thursday with 24 hour on call over the weekends and extending to 24/7 support at end of life.

We are also here for the families and carers of our patients whenever they need help and support and our range of family support services is available to them throughout the illness and beyond. By focusing on quality of life both for patients and their families we can help them make every moment together matter.



Our care is provided at no cost to our patients and families and is made possible by the generous donations we receive from our local community.

Our strategy 2019-23

National challenges

- 1 More people, living longer into older age.
- 2 Increasing number of inappropriate hospital admissions for patients at or nearing the end of life, adding to NHS pressures.
- 3 Lack of co-ordination of support for those caring for people at the end of life.
- 4 More people are living in care homes as they near the end of life who often have an unsatisfactory end-of-life experience.



Our four key strategic aims to meet the need

- 1 To support GPs and other healthcare professionals to identify patients who would benefit from Rennie Grove services.

Key Activities:

 - Work closely with referrers to understand patient needs
 - Communicate the difference that Rennie Grove can make from the point of diagnosis, to support earlier referrals
 - Provide materials for referrers to explain Rennie Grove services to patients
 - Ensure that referral processes are understood and easily accessed
- 2 To provide services to a wider number of people at an earlier stage and plan better for the end of life to reduce inappropriate hospital admissions.

Key Activities:

 - Promote the value of earlier referrals
 - Expand the services offered through the newly developed Grove House to reach more people earlier in their diagnosis and create ease of access
 - Develop new and existing services to appeal to patients at an earlier stage
 - Explore collaboration opportunities so patients have easy access to these services wherever they live

- 3 To ensure our services are personalised and flexible to fit both patients and those caring for them:

Key Activities:

 - Review and audit existing services regularly to drive improvements
 - Actively encourage feedback and listen to needs
 - Take a holistic view of a family's needs and respond accordingly
 - Use our palliative care expertise to influence and improve wider support for families

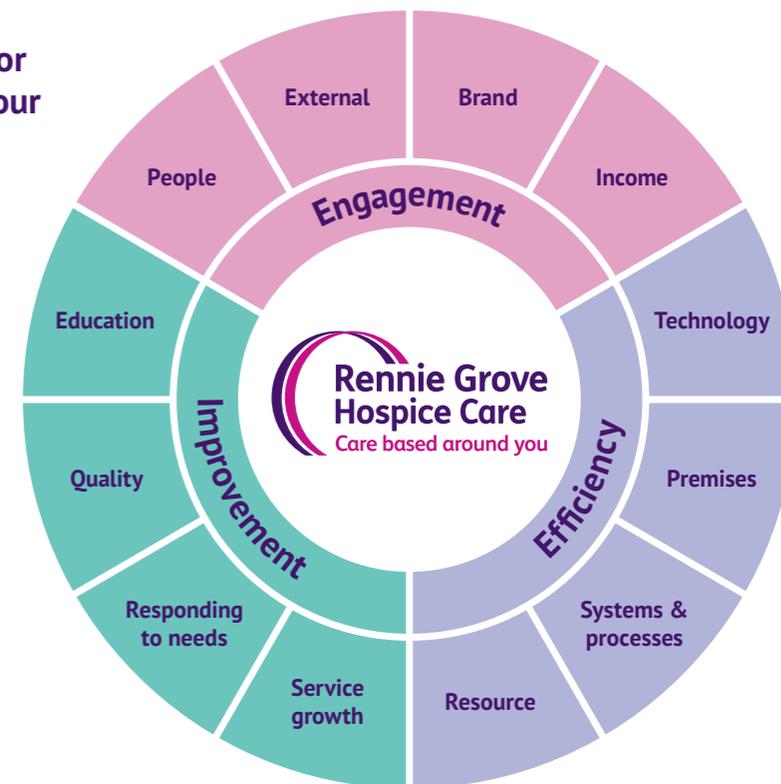
- 4 To develop expertise within and in support of care homes to improve end-of-life experiences

Key Activities:

 - Understand the need for support
 - Recruit a member of staff in the education team to work closely with care homes
 - Develop appropriate training programmes to share expertise in end-of-life care of care

Strategy wheel

Our focus for delivering our strategy



Our strategy 2019-23

National challenges

- 1 More people, living longer into older age.
- 2 Increasing number of inappropriate hospital admissions for patients at or nearing the end of life, adding to NHS pressures.
- 3 Lack of co-ordination of support for those caring for people at the end of life.
- 4 More people are living in care homes as they near the end of life who often have an unsatisfactory end-of-life experience.



Our four key strategic aims to meet the need

- 1 To support GPs and other healthcare professionals to identify patients who would benefit from Rennie Grove services.

Key Activities:

 - Work closely with referrers to understand patient needs
 - Communicate the difference that Rennie Grove can make from the point of diagnosis, to support earlier referrals
 - Provide materials for referrers to explain Rennie Grove services to patients
 - Ensure that referral processes are understood and easily accessed
- 2 To provide services to a wider number of people at an earlier stage and plan better for the end of life to reduce inappropriate hospital admissions.

Key Activities:

 - Promote the value of earlier referrals
 - Expand the services offered through the newly developed Grove House to reach more people earlier in their diagnosis and create ease of access
 - Develop new and existing services to appeal to patients at an earlier stage
 - Explore collaboration opportunities so patients have easy access to these services wherever they live

- 3 To ensure our services are personalised and flexible to fit both patients and those caring for them:

Key Activities:

- Review and audit existing services regularly to drive improvements
- Actively encourage feedback and listen to needs
- Take a holistic view of a family's needs and respond accordingly
- Use our palliative care expertise to influence and improve wider support for families

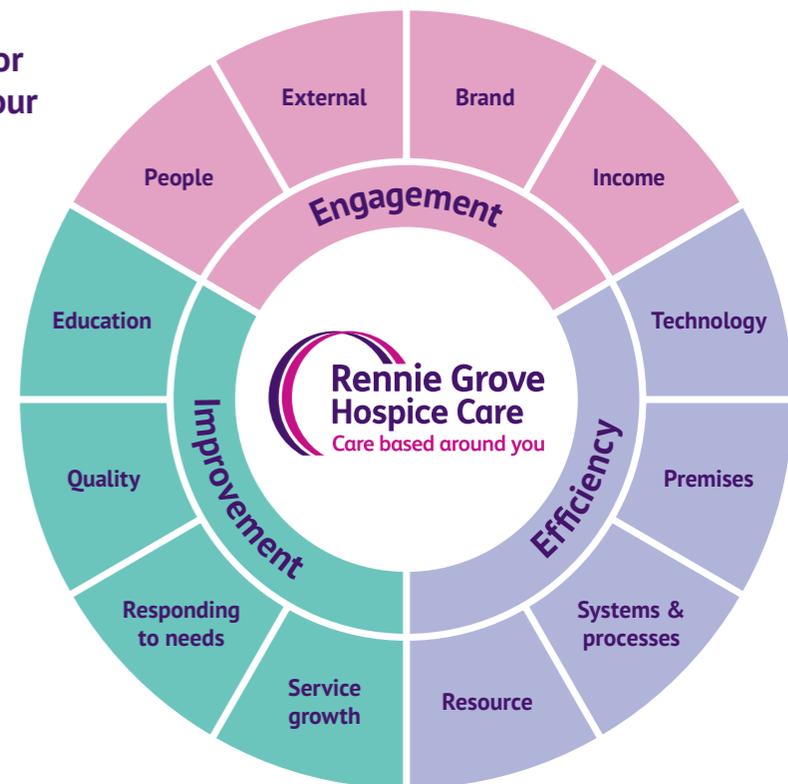
- 4 To develop expertise within and in support of care homes to improve end-of-life experiences

Key Activities:

- Understand the need for support
- Recruit a member of staff in the education team to work closely with care homes
- Develop appropriate training programmes to share expertise in end-of-life care of care

Strategy wheel

Our focus for delivering our strategy



Improvement – our progress in delivering our strategy

The improvement section of our strategy focuses on our clinical services and how they will adapt and grow to meet patient needs and our strategic aims. This section is broken down into four key areas:

Education

- Our approach to annual appraisals has been relaunched with a more structured approach to who supports an individual nurse through their appraisal.
- Two Clinical Nurse Specialists are nearing completion of the Independent Prescribers Programme. This has reinvigorated their enthusiasm for practice and stimulated their learning and development.

Quality

- We are undertaking a full review of the clinical audit policy and programme, with the aim of ensuring continual quality improvement and to improve the outcomes of patient care.

- Our framework for continuous improvement, problem-solving and reflection has been strengthened by the introduction of Root Cause Analysis, Shared Learning in Practice and Corrective and Preventative Actions processes which we now report via our Internal Clinical Governance Group meetings.
- We have revised and relaunched the clinical supervision and coaching processes so that individuals have better access to this type of support.

Responding to needs

- Our operational managers now have good oversight of the day-to-day delivery of the Hospice at Home service, enabling us to make progress on our data collection analysis and further operational effectiveness.
- We reviewed our Children's Hospice at Home Service and introduced a play team and a respite offering to better meet the needs of patients and families.

Service growth

- The Rapid Personalised Care Service in Hertfordshire continues to be highly regarded with excellent feedback from families, commissioners and GPs. The model is now being piloted in Buckinghamshire.
- We worked with Peace Hospice Care to jointly fund a consultant post. This is a new role that will establish good working relationships with neighbouring consultants in palliative medicine to deliver the best possible care.



Our impact – Sharon's story



Sharon was diagnosed with breast cancer in 2021. During her treatment she was referred to Grove House to access the Living Well Programme. As well as attending weekly Living Well sessions, Sharon has accessed exercise classes and counselling services for herself and her children. Here she describes the impact the service at the recently renovated Grove House has had on her.

"The first day I visited Grove House I felt so nervous, I almost drove home again. I stopped myself and took that first step through the doors.

And I'm so glad I did.

"I honestly didn't know what to expect. I was lost and didn't know where to turn, but from the beginning everyone at Grove House was so welcoming. I had a lovely chat with a nurse in the reception area and she invited me in for a cup of tea and to meet everyone. I ended up staying for lunch and did an exercise class and learned some relaxation techniques.

"The hub is a friendly, relaxed environment and the nurses, carers and volunteers are wonderful. On that first visit I realised I could just be myself there.

Out in the world I'd been trying to cope, but the truth is I knew I'd never feel 'normal' again. At Grove House I knew I could feel however I needed to, and I was in a safe space. I had been putting on a brave face to protect those around me but I knew I didn't have to wear that with Rennie Grove. And that was such a relief.

"At Grove House no one judges you. They take you as you are on that day and you can talk to the nurses or volunteers about anything you feel concerned about.

"It was also good to be able to meet others going through the same thing as me, who understood without me having to say anything.

"Coming to Grove House has really improved my confidence. Rennie Grove has given me good company, support, advice, reassurance and hope all in one place. With Rennie Grove you're not on your own."

Improvement – our progress in delivering our strategy

The improvement section of our strategy focuses on our clinical services and how they will adapt and grow to meet patient needs and our strategic aims. This section is broken down into four key areas:

Education

- Our approach to annual appraisals has been relaunched with a more structured approach to who supports an individual nurse through their appraisal.
- Two Clinical Nurse Specialists are nearing completion of the Independent Prescribers Programme. This has reinvigorated their enthusiasm for practice and stimulated their learning and development.

Quality

- We are undertaking a full review of the clinical audit policy and programme, with the aim of ensuring continual quality improvement and to improve the outcomes of patient care.

- Our framework for continuous improvement, problem-solving and reflection has been strengthened by the introduction of Root Cause Analysis, Shared Learning in Practice and Corrective and Preventative Actions processes which we now report via our Internal Clinical Governance Group meetings.
- We have revised and relaunched the clinical supervision and coaching processes so that individuals have better access to this type of support.

Responding to needs

- Our operational managers now have good oversight of the day-to-day delivery of the Hospice at Home service, enabling us to make progress on our data collection analysis and further operational effectiveness.
- We reviewed our Children's Hospice at Home Service and introduced a play team and a respite offering to better meet the needs of patients and families.

Service growth

- The Rapid Personalised Care Service in Hertfordshire continues to be highly regarded with excellent feedback from families, commissioners and GPs. The model is now being piloted in Buckinghamshire.
- We worked with Peace Hospice Care to jointly fund a consultant post. This is a new role that will establish good working relationships with neighbouring consultants in palliative medicine to deliver the best possible care.



Our impact – Sharon's story



Sharon was diagnosed with breast cancer in 2021. During her treatment she was referred to Grove House to access the Living Well Programme. As well as attending weekly Living Well sessions, Sharon has accessed exercise classes and counselling services for herself and her children. Here she describes the impact the service at the recently renovated Grove House has had on her.

"The first day I visited Grove House I felt so nervous, I almost drove home again. I stopped myself and took that first step through the doors.

And I'm so glad I did.

"I honestly didn't know what to expect. I was lost and didn't know where to turn, but from the beginning everyone at Grove House was so welcoming. I had a lovely chat with a nurse in the reception area and she invited me in for a cup of tea and to meet everyone. I ended up staying for lunch and did an exercise class and learned some relaxation techniques.

"The hub is a friendly, relaxed environment and the nurses, carers and volunteers are wonderful. On that first visit I realised I could just be myself there.

Out in the world I'd been trying to cope, but the truth is I knew I'd never feel 'normal' again. At Grove House I knew I could feel however I needed to, and I was in a safe space. I had been putting on a brave face to protect those around me but I knew I didn't have to wear that with Rennie Grove. And that was such a relief.

"At Grove House no one judges you. They take you as you are on that day and you can talk to the nurses or volunteers about anything you feel concerned about.

"It was also good to be able to meet others going through the same thing as me, who understood without me having to say anything.

"Coming to Grove House has really improved my confidence. Rennie Grove has given me good company, support, advice, reassurance and hope all in one place. With Rennie Grove you're not on your own."

Our impact 2021-22

During 2021-22 our specialist Hospice at Home service cared for

2,009 adults & children

visiting day and night, every day of the year.



"I hadn't heard of Rennie Grove before Antonio became ill, but I didn't realise how much I needed the nurses until they were there. It's very hard to cope when you are someone's main carer. When Rennie Grove's nurses and care assistants started coming to us I broke down and cried. It felt like the whole world had lifted off my shoulders. I also knew I could always talk honestly to the nurses and get everything off my chest. We never once felt alone."

Dana, Antonio's wife

Throughout 2021-22 we cared for 68 children with life-limiting conditions, a 1% increase on the previous year, providing vital practical and specialist nursing support for the children and their families.



"The play specialist helps Ahnie connect to his emotional self and the benefits last for days. He's calmer, more affable, his emotions are more regulated. You can tell he feels better about himself. As a parent, you can't put a price on that."

Fran, Ahnie's mum

↑ 1% increase

"All the nurses seem to have this natural ability to say and do exactly what's necessary at the right time. They use this gift alongside other virtues – dedication, compassion and professionalism – to support families through the most painful part of life's journey."

Doug, Chris's husband



Our Hospice at Home nurses carried out 14,004 home visits to adults and children in Buckinghamshire and West Hertfordshire during 2021-22, providing the care and support needed to make every moment matter for their patients and families.

"The last 36 hours were hard as Mum became unconscious but was still agitated and in pain. We called the out-of-hours team at Rennie Grove several times over this period. They came as soon as they could, administered injections, and later set up a syringe driver to help her settle. It meant she could have a peaceful death, at home, as she wished."

Rachel, Margaret's daughter



During 2021-22, **91%** of Rennie Grove patients who wanted to die at home were able to achieve their wish.

In 2021-22, our specialist Hospice at Home nurses spent

30,651

hours providing clinical care

for adults and children at any time of the day or night.



"I'm quite an independent person, but cancer knocks your confidence. I suddenly had no strength to climb stairs and developed a fear of heights. The little things build up – but Rennie Grove takes the fear away. Rennie Grove also gave me my independence back. They were always there if I needed them."

Julie, patient

Our impact 2021-22

During 2021-22 our specialist Hospice at Home service cared for

2,009 adults & children

visiting day and night, every day of the year.



"I hadn't heard of Rennie Grove before Antonio became ill, but I didn't realise how much I needed the nurses until they were there. It's very hard to cope when you are someone's main carer. When Rennie Grove's nurses and care assistants started coming to us I broke down and cried. It felt like the whole world had lifted off my shoulders. I also knew I could always talk honestly to the nurses and get everything off my chest. We never once felt alone."

Dana, Antonio's wife

Throughout 2021-22 we cared for 68 children with life-limiting conditions, a 1% increase on the previous year, providing vital practical and specialist nursing support for the children and their families.



"The play specialist helps Ahnie connect to his emotional self and the benefits last for days. He's calmer, more affable, his emotions are more regulated. You can tell he feels better about himself. As a parent, you can't put a price on that."

Fran, Ahnie's mum

↑ 1% increase

"All the nurses seem to have this natural ability to say and do exactly what's necessary at the right time. They use this gift alongside other virtues – dedication, compassion and professionalism – to support families through the most painful part of life's journey."

Doug, Chris's husband



Our Hospice at Home nurses carried out 14,004 home visits to adults and children in Buckinghamshire and West Hertfordshire during 2021-22, providing the care and support needed to make every moment matter for their patients and families.



During 2021-22, **91%** of Rennie Grove patients who wanted to die at home were able to achieve their wish.

"The last 36 hours were hard as Mum became unconscious but was still agitated and in pain. We called the out-of-hours team at Rennie Grove several times over this period. They came as soon as they could, administered injections, and later set up a syringe driver to help her settle. It meant she could have a peaceful death, at home, as she wished."

Rachel, Margaret's daughter



In 2021-22, our specialist Hospice at Home nurses spent

30,651

hours providing clinical care

for adults and children at any time of the day or night.



"I'm quite an independent person, but cancer knocks your confidence. I suddenly had no strength to climb stairs and developed a fear of heights. The little things build up – but Rennie Grove takes the fear away. Rennie Grove also gave me my independence back. They were always there if I needed them."

Julie, patient

Engagement – our progress in delivering our strategy

The engagement section of our strategy focuses on our income generation and awareness raising activities and how we communicate with our audiences.

During 2021-22 our fundraising activity has generated



Income

- The fundraising team had an incredibly successful year, exceeding budget with a net contribution of £5.5m. This included the largest legacy gift the charity has ever received, of around £2m.
- The Isle of Wight Cycle Challenge raised over £180,000, becoming our highest-ever grossing supporter-led event. As well as raising funds towards Hospice at Home care, it achieved widespread media coverage which boosted the profile of the charity.
- Our retail team bounced back from a difficult year in 2020-21, to generate a net contribution of £500,000 compared to a deficit of £978,000 in the previous year. Our charity shops saw an increase in footfall during 2021-22 and trading levels were back up at 90% of the 2019-20 levels.
- The retail team has expanded its eBay, online and new goods offering to meet the demands of consumers in an online retail market.

Brand

- Branded signage and messaging was installed at the newly refurbished Grove House, to strengthen the brand identity as visitors began to return to the building for in-person services.



External

- Tailored programmes of communication with different groups of people have been put in place to deepen engagement and encourage higher levels of support.
- We appointed a clinical content manager to support clinical communications. This has helped us to build stronger relationships with our referrers to raise the profile of the services we provide. This role has also helped us to strengthen communications with patients and families to highlight the wide variety of support available and how it can be accessed.
- We appointed a digital agency to collaborate with us on the development of a new website to deliver a first-class user experience and act as a hub for our patients, families and supporters.



People

- We strengthened our Employee Assistance Programme (EAP) with the addition of mental health foundation booklets and the promotion of the Hospice UK service, Frontline, to support the health and wellbeing of all staff.
- After a dip in volunteer numbers due to the pandemic, volunteer involvement has grown, with 1,292 active volunteers across 64 unique roles. Just over 50% of these are in our shops.

1,292
volunteers



Volunteers support us in 64 different roles. Just over 50% of these are in our shops.

Engagement – our progress in delivering our strategy

The engagement section of our strategy focuses on our income generation and awareness raising activities and how we communicate with our audiences.

During 2021-22 our fundraising activity has generated



Income

- The fundraising team had an incredibly successful year, exceeding budget with a net contribution of £5.5m. This included the largest legacy gift the charity has ever received, of around £2m.
- The Isle of Wight Cycle Challenge raised over £180,000, becoming our highest-ever grossing supporter-led event. As well as raising funds towards Hospice at Home care, it achieved widespread media coverage which boosted the profile of the charity.
- Our retail team bounced back from a difficult year in 2020-21, to generate a net contribution of £500,000 compared to a deficit of £978,000 in the previous year. Our charity shops saw an increase in footfall during 2021-22 and trading levels were back up at 90% of the 2019-20 levels.
- The retail team has expanded its eBay, online and new goods offering to meet the demands of consumers in an online retail market.

Brand

- Branded signage and messaging was installed at the newly refurbished Grove House, to strengthen the brand identity as visitors began to return to the building for in-person services.



External

- Tailored programmes of communication with different groups of people have been put in place to deepen engagement and encourage higher levels of support.
- We appointed a clinical content manager to support clinical communications. This has helped us to build stronger relationships with our referrers to raise the profile of the services we provide. This role has also helped us to strengthen communications with patients and families to highlight the wide variety of support available and how it can be accessed.
- We appointed a digital agency to collaborate with us on the development of a new website to deliver a first-class user experience and act as a hub for our patients, families and supporters.



People

- We strengthened our Employee Assistance Programme (EAP) with the addition of mental health foundation booklets and the promotion of the Hospice UK service, Frontline, to support the health and wellbeing of all staff.
- After a dip in volunteer numbers due to the pandemic, volunteer involvement has grown, with 1,292 active volunteers across 64 unique roles. Just over 50% of these are in our shops.

1,292
volunteers



Volunteers support us in 64 different roles. Just over 50% of these are in our shops.

Engagement – our impact

Mandy's story

Mandy wanted to fundraise for Rennie Grove Hospice Care to give something back for the care her mother has received since being diagnosed with Progressive Supranuclear Palsy (PSP) in 2019. Prior to her diagnosis Mandy's mother was very active so it felt fitting to choose a physical challenge. When Mandy's friend told her about the Tour de Rennie Grove, she knew it was just the thing.



“My mum, Veronica – or ‘Wonky’ as she’s known to all, a self-selected moniker from her childhood when her full name was unpronounceable - was so fit, healthy and active. A regular swimmer, cycling for hours with us on family holidays, and a huge fan of line dancing, she’d romp the 2.5km through the village every day to buy her paper.

“Her neurological condition has robbed her of the ability to walk, talk or swallow. The transformation has been painful to watch. That is why we are all so grateful to Rennie Grove for the support its nurses have given the whole family at a very difficult time.

“The Rennie Grove nurses understand the condition, know what mum needs and make sure she gets it. They are always kind, compassionate and positive. This means they have taken a huge amount of stress off my dad which has been invaluable.

“I wanted to take on a fundraising challenge to give back to Rennie Grove and when my friend, Ali, spotted an advert for the Tour de Rennie Grove, we knew that was just the challenge for us.

“We called ourselves the Wonky Wheelers, in mum’s honour, and set about training for the three rides of the tour. I have taken part in triathlons before but the distances - and the hills - on these routes were a real challenge.

“The routes were wonderful and I’ve enjoyed taking training rides past places my family used to go together when I was a child, like Whipsnade Zoo and Tiggywinkles - that one was a slight deviation from the route - but so worth it for the smiles we got when we showed Mum the photos.

“I trained and completed the challenge with two of my friends – Ali and Jody. It was such a great experience. Especially when mum met us at the end of the first leg. She was all smiles and really reminded us all why we were doing it.

“We set a team fundraising target of £1,000 and we managed to smash that, raising over £1,800. I’m so glad to have been able to raise these funds so that other families can benefit from the same support that has been so critical to my family over the past three years.”

Efficiency – our progress

The efficiency section of our strategy applies across the charity. We strive to identify continual improvements in our efficiency and in our cost effectiveness to ensure that as much resource as possible can be devoted to our clinical care. During 2021-22 key progress was made against the strategy in four main areas:

Resource

- We conducted a staff survey to gauge the views of all colleagues and help us identify areas for improvement.
- We refreshed our mandatory training for volunteers to ensure a streamlined and efficient process. This will roll out during 2022.
- We carried out a salary benchmarking exercise to track all clinical and non-clinical roles against the current market.

Systems & processes

- We introduced a new two-day induction process for all new employees, with everyone starting on the same day each month to streamline the process.
- We have further enhanced our employee database, Cascade, with the introduction of a recruitment module.
- We are introducing a new volunteer database to allow us to engage more directly with volunteers in a targeted way.

Premises

- Grove House was fully opened, following restricted access during the pandemic for patients and families.
- Play and support sessions for children and their families are now being held at Grove House on a regular basis.
- We have begun to consider the best use of our premises and have started to develop what we hope will become our Estates Strategy.

Technology

- We completed the migration to Microsoft 365 to have a fully cloud-based system that allows for flexible working.
- We are actively pursuing a policy of ‘cloud first’ when replacing business applications to facilitate access from anywhere and reduce the burden of maintaining our premises infrastructure.
- We have deployed improved virus detection software and email filtering tools to ensure we remain vigilant and keep our security measures under review.
- We have adopted Microsoft Teams across the organisation for virtual meetings, reducing expenses and time spent travelling to in-person meetings.



Engagement – our impact

Mandy's story

Mandy wanted to fundraise for Rennie Grove Hospice Care to give something back for the care her mother has received since being diagnosed with Progressive Supranuclear Palsy (PSP) in 2019. Prior to her diagnosis Mandy's mother was very active so it felt fitting to choose a physical challenge. When Mandy's friend told her about the Tour de Rennie Grove, she knew it was just the thing.



“My mum, Veronica – or ‘Wonky’ as she’s known to all, a self-selected moniker from her childhood when her full name was unpronounceable - was so fit, healthy and active. A regular swimmer, cycling for hours with us on family holidays, and a huge fan of line dancing, she’d romp the 2.5km through the village every day to buy her paper.

“Her neurological condition has robbed her of the ability to walk, talk or swallow. The transformation has been painful to watch. That is why we are all so grateful to Rennie Grove for the support its nurses have given the whole family at a very difficult time.

“The Rennie Grove nurses understand the condition, know what mum needs and make sure she gets it. They are always kind, compassionate and positive. This means they have taken a huge amount of stress off my dad which has been invaluable.

“I wanted to take on a fundraising challenge to give back to Rennie Grove and when my friend, Ali, spotted an advert for the Tour de Rennie Grove, we knew that was just the challenge for us.

“We called ourselves the Wonky Wheelers, in mum’s honour, and set about training for the three rides of the tour. I have taken part in triathlons before but the distances - and the hills - on these routes were a real challenge.

“The routes were wonderful and I’ve enjoyed taking training rides past places my family used to go together when I was a child, like Whipsnade Zoo and Tiggywinkles - that one was a slight deviation from the route - but so worth it for the smiles we got when we showed Mum the photos.

“I trained and completed the challenge with two of my friends – Ali and Jody. It was such a great experience. Especially when mum met us at the end of the first leg. She was all smiles and really reminded us all why we were doing it.

“We set a team fundraising target of £1,000 and we managed to smash that, raising over £1,800. I’m so glad to have been able to raise these funds so that other families can benefit from the same support that has been so critical to my family over the past three years.”

Efficiency – our progress

The efficiency section of our strategy applies across the charity. We strive to identify continual improvements in our efficiency and in our cost effectiveness to ensure that as much resource as possible can be devoted to our clinical care. During 2021-22 key progress was made against the strategy in four main areas:

Resource

- We conducted a staff survey to gauge the views of all colleagues and help us identify areas for improvement.
- We refreshed our mandatory training for volunteers to ensure a streamlined and efficient process. This will roll out during 2022.
- We carried out a salary benchmarking exercise to track all clinical and non-clinical roles against the current market.

Systems & processes

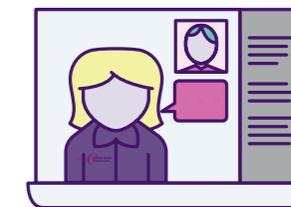
- We introduced a new two-day induction process for all new employees, with everyone starting on the same day each month to streamline the process.
- We have further enhanced our employee database, Cascade, with the introduction of a recruitment module.
- We are introducing a new volunteer database to allow us to engage more directly with volunteers in a targeted way.

Premises

- Grove House was fully opened, following restricted access during the pandemic for patients and families.
- Play and support sessions for children and their families are now being held at Grove House on a regular basis.
- We have begun to consider the best use of our premises and have started to develop what we hope will become our Estates Strategy.

Technology

- We completed the migration to Microsoft 365 to have a fully cloud-based system that allows for flexible working.
- We are actively pursuing a policy of ‘cloud first’ when replacing business applications to facilitate access from anywhere and reduce the burden of maintaining our premises infrastructure.
- We have deployed improved virus detection software and email filtering tools to ensure we remain vigilant and keep our security measures under review.
- We have adopted Microsoft Teams across the organisation for virtual meetings, reducing expenses and time spent travelling to in-person meetings.



Efficiency – our impact

Since the Rapid Personalised Care Service (RPCS) became a fully-funded service in June 2020, the focus has been on recruiting a full team of permanent staff. This means the team has grown considerably over a period of two years, to the team of 28 people we have today. Managing communication in a team of this size would always be a challenge, and having this many members of staff working in the community added an additional layer of complexity.

In order to effectively manage communication and securely store patient data, we have made the move over the past 12 months to using Microsoft Teams for all daily interactions between the team. The system can be accessed by carers on their smartphones while working in the community and allows the whole team to stay in touch all day. The chat function allows team members to check in and out of visits and keep colleagues abreast of any issues or delays that will have a knock-on impact on future visits to a patient.

The secure system also allows us to securely store information such as rotas and training documents in one central place that all team members can access as needed.

Moving to this system has ensured a streamlined team process that considerably cuts down the need for phone calls and keeps all team members updated throughout the day. The benefits to patients include improved continuity of care due to the team's ability to share updates following visits, and a streamlined escalation process, should referrals to other colleagues or services be required.

Our RPCS team has grown to **28 team members**



Financial overview

Consolidated income & expenditure for the year ended 31 March 2022

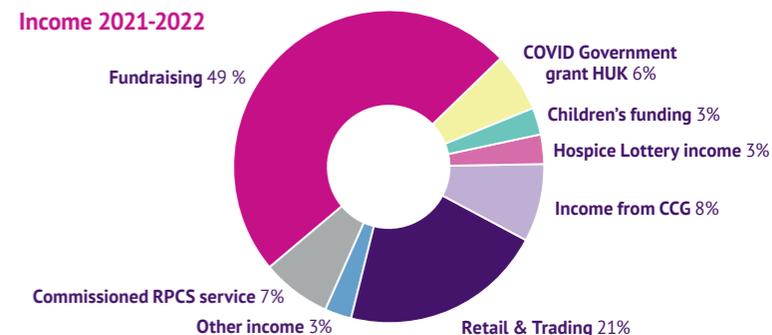
Income	2021-2022	2020-2021
	£000s	£000s
In memoriam donations	751	648
Donations	916	993
Trusts	352	472
Legacies	3,380	1,263
Community and events	595	529
Corporate	373	352
Retail & Trading	2,807	830
Income from CCGs	1,013	999
COVID Government grant HUK	817	2,729
CCG commissioned service (RPCS)	880	1,154
Childrens funding (includes CCG & NHS England grants)	386	326
Hospice Lottery income	402	436
Other income*	392	1,130
Total income	13,064	11,861
Expenditure		
Charitable activities	3,841	4,463
CCG commissioned service (RPCS)	880	1,176
Raising funds	4,635	3,138
Total expenditure	9,356	8,777
Net deficit/profit for the period	3,708	3,084
Net gain/(losses) on investments	157	442
Net movement in funds	3,865	3,526

*Other income includes Hospitality and Retail Grants, Job Retention scheme and Business Interruption Insurance.

Consolidated balance sheet at 31 March 2022

	31 Mar 2022	31 Mar 2021
	£000s	£000s
Fixed assets	6,490	5,538
Net current assets	8,977	6,094
Total assets less liabilities	15,467	11,632
Unrestricted general funds	11,783	8,539
Designated funds	890	150
Restricted funds	2,794	2,943
Total funds	15,467	11,632

Income 2021-2022



The above figures are extracted from the 2021-22 Annual Report and Accounts which were approved by the Board of Trustees on 28 July 2022. A copy of the full Report and Accounts which have been audited by Haysmacintyre LLP whose audit opinion on those accounts is unqualified, may be obtained by calling 01442 890222 or visiting renniegrove.org/accounts.

Efficiency – our impact

Since the Rapid Personalised Care Service (RPCS) became a fully-funded service in June 2020, the focus has been on recruiting a full team of permanent staff. This means the team has grown considerably over a period of two years, to the team of 28 people we have today. Managing communication in a team of this size would always be a challenge, and having this many members of staff working in the community added an additional layer of complexity.

In order to effectively manage communication and securely store patient data, we have made the move over the past 12 months to using Microsoft Teams for all daily interactions between the team. The system can be accessed by carers on their smartphones while working in the community and allows the whole team to stay in touch all day. The chat function allows team members to check in and out of visits and keep colleagues abreast of any issues or delays that will have a knock-on impact on future visits to a patient.

The secure system also allows us to securely store information such as rotas and training documents in one central place that all team members can access as needed.

Moving to this system has ensured a streamlined team process that considerably cuts down the need for phone calls and keeps all team members updated throughout the day. The benefits to patients include improved continuity of care due to the team's ability to share updates following visits, and a streamlined escalation process, should referrals to other colleagues or services be required.

Our RPCS team has grown to **28 team members**



Financial overview

Consolidated income & expenditure for the year ended 31 March 2022

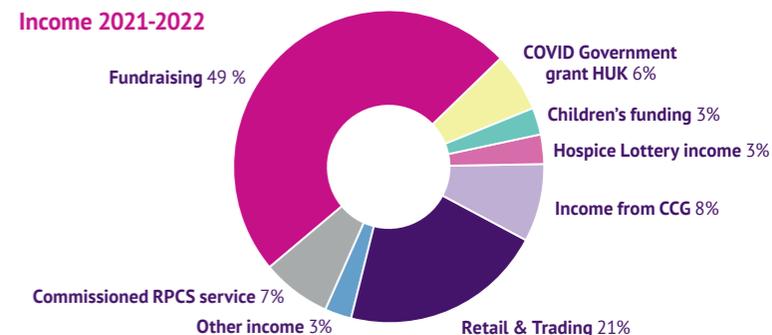
Income	2021-2022	2020-2021
	£000s	£000s
In memoriam donations	751	648
Donations	916	993
Trusts	352	472
Legacies	3,380	1,263
Community and events	595	529
Corporate	373	352
Retail & Trading	2,807	830
Income from CCGs	1,013	999
COVID Government grant HUK	817	2,729
CCG commissioned service (RPCS)	880	1,154
Childrens funding (includes CCG & NHS England grants)	386	326
Hospice Lottery income	402	436
Other income*	392	1,130
Total income	13,064	11,861
Expenditure		
Charitable activities	3,841	4,463
CCG commissioned service (RPCS)	880	1,176
Raising funds	4,635	3,138
Total expenditure	9,356	8,777
Net deficit/profit for the period	3,708	3,084
Net gain/(losses) on investments	157	442
Net movement in funds	3,865	3,526

*Other income includes Hospitality and Retail Grants, Job Retention scheme and Business Interruption Insurance.

Consolidated balance sheet at 31 March 2022

	31 Mar 2022	31 Mar 2021
	£000s	£000s
Fixed assets	6,490	5,538
Net current assets	8,977	6,094
Total assets less liabilities	15,467	11,632
Unrestricted general funds	11,783	8,539
Designated funds	890	150
Restricted funds	2,794	2,943
Total funds	15,467	11,632

Income 2021-2022



The above figures are extracted from the 2021-22 Annual Report and Accounts which were approved by the Board of Trustees on 28 July 2022. A copy of the full Report and Accounts which have been audited by Haysmacintyre LLP whose audit opinion on those accounts is unqualified, may be obtained by calling 01442 890222 or visiting renniegrove.org/accounts.

Our focus for 2022-23

Covid-19 continues to present challenges to our operational activity and we will continue to respond to these with a focus on ensuring that everyone with a life-limiting illness is able to live well for as long as possible and have the choice to die at home.

Improvement

Continue to evaluate the pilot RPCS service in Buckinghamshire with the intention of providing comparable ease of access to this service as those patients in Hertfordshire.

Complete the merger with Peace Hospice Care, to form Rennie Grove Peace Hospice Care to reach all sections of our local community.

Use the strength of our combined voice to secure the resources needed to ensure every local person receives the care they need, when they need it.

Engagement

Continue to embed communication journeys to ensure patients, families and supporters receive the best possible experience.

Be creative in generating income, using data to inform and develop strategies.

Launch the new website to improve user experience and drive engagement.

Efficiency

Focus on delivering a strong return on investment for all income generating activity.

Enhance our use of Microsoft 365 with the introduction of the intranet and wider use of Microsoft Teams technology.

Streamline processes across the merged organisation to enable us to reach more families across a wider area.

Thank you for supporting us to make this possible

Registered office Grove House, Waverley Road, St Albans, Herts AL3 5QX Tel 01727 731000

 info@renniegrove.org  renniegrove.org

 [Rennie Grove Hospice Care](https://www.facebook.com/RennieGroveHospiceCare)  [@renniegrove](https://twitter.com/renniegrove)  [@renniegrovehospicecare](https://www.instagram.com/renniegrovehospicecare)  [Rennie Grove Hospice Care](https://www.linkedin.com/company/rennie-grove-hospice-care)

Registered Charity Number 1140386 Company Limited by Guarantee Number 7479930

