

Accounts 2006/07

Year End Accounts Summary of Key Figures 2006/2007

(Extract of Key Information from the Hospice and Lottery Accounts)

HOSPICE	2006	2007	LOTTERY	2006	2007
In the years ended 31st March, 2006 & 2007 it cost to run Ardgowan Hospice	£1,923,425	£1,974,196			
Argyll & Clyde Health Board Gave Us	£790,091	£911,175	Turnover:		
Ayrshire & Arran	£34,717	£2,434	Subscriptions	121210	121545
	£824,808	£913,609	Other Income	3776	978
Leaving us to find	£1,098,617	£1,060,587	Donations	0	190
You, our supporters, gave us by:			Collections	133522	129763
Donations & Gifts	£233,682	£291,401	Administrative Expenses To Ardgowan Hospice	-160627	-161431
Fundraising	£250,672	£280,034		-96913	-88750
GAYE	£11,318	£11,311	Operating Profit	968	2295
	£495,672	£582,746	Other Interest Receivable	0	0
Leaving us to find	£602,945	£477,841	Bank Interest Received	426	510
And through our Hospice Shops	£146,948	£158,511	Profit before Taxation	1394	2805
Goodwill Lottery	£96,913	£88,750			
Other Income	£6,117	£11,648			
	£249,978	£258,909			
Leaving us to Find	£352,967	£218,932			
Which was financed from:					
Interest and Investment Income	£40,970	£45,523			
Legacies	£230,265	£555,954			
	£271,235	£601,477			
Deficit / Surplus	£81,732 (Deficit)	-£382,545 (Surplus)			
Total Funds as at 31st March 2007	£2,244,804	£2,626,135			
These funds were represented by: Fixed Assets including the investments in the Hospice Buildings, Shops and all equipment, after deducting depreciation where appropriate	£1,460,442	£1,444,043			
Stock Exchange Investments at Market Value at 31st March, 2007	£466,133	£465,804			
Net current assets including Cash Balances	£318,229	£716,288			
	£2,244,804	£2,626,135			



Annual Review 2006/07

PATIENT & FAMILY SUPPORT

COUNSELLING & BEREAVEMENT SUPPORT

IN PATIENT UNIT

SPIRITUAL SUPPORT

DAY HOSPICE

PATIENT TRANSPORT

COMMUNITY NURSE SPECIALIST TEAM

EDUCATION PROGRAMMES

COMMITMENT & QUALITY

TRUST & INTEGRITY

CARE

RESPECT & SENSITIVITY

COMPASSION & CONFIDENTIALITY



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Hospice People Council of Management

Chairman
Dr Peter Semple DL, MBChB, MD, FRCP

Vice Chair
Dr Tina Marr MB,BS

Treasurer
Mr Ken Stevenson
MBA,FCMA, FCIPD

Members
Sister Mary Anthony LRAM, MBE
Mrs Fiona Cherry SRN, BA, MBA, MCMI
Mr Hugh Crawford LL.B, NP
Rev Mrs E Crumlish BD, Cert Mm
Mr G Edwards MIEE, CEng
Mrs Jean Galbraith RGN, PG Dip
Mrs Shirley Hutchon NNEB
Mrs Sandra Lapsley
Mr Ian J Morrice MB,FRCS
Lady Joan Yarrow

Property Convenor
Mr Douglas Vallance MCIBSE

Management Team

Chief Executive Officer
Mrs Dorothy McElroy MIHM
MN, BSc (Hons), Dip (DN) RGN

**Director of Finance and Human Resources
(appointed March 2007)**
Mr Ken Stevenson
MBA, FCMA, FCIPD

Director of In-Patient Services
Mrs Morag Mackintosh
PG Dip, RGN

Director of Out-Patient Services
Ms Alison Bunce
MSc, PG Dip, PG Cert, RGN

Fundraising Manager
Ms Lesley Giudici, BA

Ardowan Hospice Mission -
Ardowan Hospice, supported
by the local community, aims
to provide the highest quality
care for patients and families
living with a life limiting
illness. The hospice values
quality of life, dignity, privacy
and individual choice.



Treasurer's Report

I am delighted to report that in 2006/07 the hospice had an extremely successful financial performance. The surplus for the year was £382K, with expenditure well controlled and remaining within budget. The Income of £2357K was an increase of £516K from the previous financial year. In particular the income from Legacies of £556K was £325K above the previous year and well above budget.



Thanks are due to all hospice staff and volunteers, Friends of Ardgowan Hospice and Council Members for their continuing support. The Inverclyde community must also be thanked for their very generous contributions to the hospice. We are also grateful to all those who made Ardgowan Hospice a beneficiary in their will.

As a result of the surplus and previous years' good management the hospice has a working capital of £717K and Investments of £466K. In 2007/08, once the recent legacy income reported in the financial year 2006/07 has been received, the long term investments will increase to almost one million pounds. This places the investments closer to where the Hospice Council and Management wish to be to protect the Hospice from any short-term loss of income and/or deficits in lean years.

In the coming year we will endeavour to promote ways to increase our legacy income, as well as encouraging the Inverclyde public to get involved in regular donor giving programmes such as instigating standing orders.

Looking ahead to 2007/08 the hospice will have a costly year in terms of capital expenditure. We are required to carry out improvements to our internal computer systems, replace the boiler system and some domestic appliances. Additionally, we will spend over £200K on refurbishment to accommodate improvements to patient services.

Both the Council and Management look forward with confidence to another successful financial year thus providing the necessary financial stability to enable the first class caring support to our patients and their families to continue.

Subsequent to my appointment as Director of Finance & HR, Eric Firth, former senior partner at Welsh Walker, has taken over the role of Treasurer. Eric has a wealth of accounting and business experience and as a volunteer driver and donor he has already shown his commitment to the hospice. I am delighted to hand over the role to Eric who has his finger on the financial pulse.

**Ken Stevenson
Treasurer**

“Both the Council and Management look forward with confidence to another successful financial year”

Volunteer Services

Help is at Hand

The past year has certainly been exciting for the Voluntary Services Department with more than 46 new volunteers being recruited, bringing the total to a staggering 330.

To mark the Year of Celebration at Ardgowan we organised many events to thank our Hospice volunteers for their continued dedication and support.

In May 2006 we presented Long Service Awards to volunteers with over 5 years service, which more than 100 volunteers attended. It was a particularly memorable occasion as many recipients had 25 years service and could still recall the inception of the organisation. They witnessed the metamorphosis of the rather tired former Eye Infirmary to the welcoming Hospice building in Nelson Street.

Many of those receiving awards said that they felt privileged to be associated with the Hospice. One volunteer remarked, "Volunteering at the Hospice is it's own reward, but I will wear this little badge of honour with pride".

December saw the traditional Christmas Tea at which the Ardgowan Hospice Celebration Singers performed a medley of carols. This added a rather poignant touch to the usual festivities, and was voted a resounding success.

Other areas of our service saw the introduction of legislation this year, which impacted on our transport provision. A new law was passed making the use of child seats in cars compulsory when transporting children. We received a very generous donation of two child seats from the parents of a patient who uses our service. A testament in itself to the valuable service provided here at Ardgowan.

Future activities include contacting local employers, clubs and associations in an aim to recruit more volunteers into the Hospice. This would involve meeting with these individuals to give them an overview of the benefits of volunteering.

We also intend to carry out a survey of our volunteers perception of volunteering at Ardgowan in order to gain a valuable insight in this area.

“Volunteering at the Hospice is it's own reward, but I will wear this little badge of honour with pride”



46+ new volunteers. Bringing total to 330

KEY FIGURES



SUPPORT

Chairman's Report

As I conclude my third year as Chairman I realise what a busy organisation Ardgowan Hospice is. No sooner has one issue or project been dealt with, several others require to be addressed, and so again we have experienced another busy year.

Plans for the refurbishment of the In-Patient Unit and alterations to ACCESS are well advanced with work expected to start before the year-end.

The need for these developments has been well considered; with staff involvement from the outset and the Council of Management is confident that once the changes are established, the benefits will be experienced by patients, relatives and staff.

Representatives of Ardgowan, St Vincent's and ACCORD Hospices now meet formally under the umbrella of "The Three Hospice's Forum" and we are seeing tangible benefits from this collaboration, particularly in the area of shared protocols with other areas of cooperation being explored.

There have been many changes to Members of the Hospice Council of Management, with Gerry Edwards, Sister Mary Anthony, Rev Liz Crumlish and Ken Stevenson retiring recently. I am grateful to them all for their valued input and support. Replacements to their positions on the Council of Management will follow in due course.

A key appointment has been Ken Stevenson to the new combined post of Director of Finance and Human Resources. Ken has extensive experience in both these areas and with his in-depth knowledge of the working of Ardgowan Hospice is uniquely placed to take on this role. We are already reaping the benefits of his contribution.

We have had an excellent financial year in 2007 due to a combination of increased income and a significant under-spend. The Council values with gratitude the efforts of so many in this endeavour – including the Fundraising Team, Hospice Shops, Goodwill Lottery, Friends of Ardgowan Hospice and many others. Only with such funds are we able to fulfil our mission to provide quality specialist palliative care to this community.

Finally I thank all who contribute to Ardgowan Hospice in so many ways including staff, volunteers, friends and supporters.

Peter Semple
Chairman

“We have had an excellent financial year in 2007 due to a combination of increased income and a significant under-spend.”



PETER SEMPLE



QUALITY



Chief Executive's Report

2006-Ardgowan Hospice Year of Celebration

2006 was a special year in the life of Ardgowan Hospice, marking a number of important milestones. Our Year of Celebration began by commemorating 25 years since the incorporation of Ardgowan Hospice as an organisation. As well as being the 20th anniversary of the opening of the In-Patient Unit, it was also 5 years since the ACCESS building was officially opened in 2001.

To celebrate, amongst other things, Ardgowan Hospice's first long service award ceremony was held for staff and volunteers. More than 100 volunteers and 40 staff received awards from the Provost of Inverclyde to mark between 5 and 25 years service. It was a privilege to recognise such dedication, enthusiasm and loyalty.

Patients and their families continue to be at the heart of everything we do at Ardgowan Hospice. This means that the focus of our daily work and planning remains the improvement of the quality care we provide. During 2006/2007 hundreds of local people received care and support from our specialist staff, at what is often one of the most demanding times in their lives.

We can only do this through the commitment demonstrated by our excellent teams of staff and volunteers who work to put patients first. I must congratulate all teams, especially the senior management team, for their loyal support, creativity, encouragement and professionalism.

The senior team has worked particularly hard this year, alongside members of the Council of Management, who have a special responsibility as the charity's Trustees. This year we have focused on improving our approach to Governance, conducting a review, developing a code of practice and implementing a new framework.

Work continues on developing the vision of the organisation and the current work will result in a strategic plan, involving input from trustees, staff, patients, carers and volunteers.

Ongoing collaboration between ourselves and local Hospices resulted in the development of joint policies and opportunities for staff to work on significant projects of direct benefit to patients.

In addition to caring for cancer patients we continue to develop approaches for supporting people with cardiac and respiratory disease. We paid particular attention to patients carers views this year and plan to develop our framework for user involvement.

The quality of our services can be seen from the latest report from the Care Commission, who commented on the openness and welcoming attitude of staff and the high standard of care offered to patients and families.

Nurses also commented on how satisfying it is to work at Ardgowan Hospice, by voting us into the Nursing Times Top 100 for the second year running. We are still the only Scottish Hospice to gain a place as one of the UK's top nursing employers.

The year ahead will be a challenge as we develop facilities for patients, implement a risk management strategy, increase retail income and improve our IT structure and training. Members of staff will participate fully in local and national palliative care networks, enabling us to tailor services in line with the developing Scottish Governments health and social care policy context.

Funding the charity's activities this year was made possible by a 47% increase in income from Grants and Trusts, 42% increase from Gift Aid and a 23% increase in community fundraising. In addition to increased Legacy income and prudent financial management, this has contributed to a very successful financial performance.

It is a joy to work at Ardgowan Hospice-the people are exceptional and the care for patients and carers is second to none. With the ongoing support of Inverclyde people, your local Hospice will continue to thrive, next year and in the years to come.

Dorothy McElroy
Chief Executive Officer

Fundraising & Shops

Fundraising Department

Every Penny Counts

All of the vital services offered by Ardgowan Hospice are provided free of charge to patients and their families. As a registered charity with annual running costs of more than £2 million, our existence is wholly dependent on grants and donations from our many generous supporters.

The Fundraising Team who are all still relatively new to the organisation are extremely committed and are constantly striving to contribute to these costs.

Their efforts have been extremely successful in the past year in various areas which include a 12% increase in profit from the annual St Valentine's Ball, a dramatic increase of 47% in our trust donations and a 12% increase in the sale of Hospice merchandise.

Ardgowan Hospice is also extremely fortunate to have the unconditional support of the local community, resulting in a 23% rise from community fundraising. Community efforts come in various forms and the team are always on hand to ensure that support is available to individuals throughout their event organisation process.

The Friends of Ardgowan Hospice have been busy organising many events throughout the year, raising more than £36,000, which is a fantastic contribution. Their Christmas Carol Concert was a huge success and plans are well underway for the next one.

To meet the challenges facing the organisation, the team implemented a new Fundraising Strategy to secure the appropriate funding required to maintain the first class care that has become synonymous with Ardgowan Hospice.

In the past year priority was placed on streamlining processes, increasing use of our database and improving internal and external communications, which in turn improved the team's efficiency. A broader range of activities and events was also introduced to increase income and ensure the organisation is not overly reliant on one particular area. This strategy will continue into the next financial year.



The team has identified various challenges for the year ahead including adopting a more proactive approach to donor requests and improving relationships with businesses and community groups.

Plans to offer a wider range of Hospice merchandise as well as a composite legacy promotion programme will also be introduced in the coming year.

Charity Begins at Home

The Ardgowan Hospice Charity shops have enjoyed another healthy year, generating an increase in profit of more than 8%.

The Hospice's three shops in Greenock Gourock and Port Glasgow are exceptionally well supported by the local community both in terms of donations and the purchase of previously owned goods.

Our committed Shop Supervisors are supported by a strong team of loyal volunteers, and we are very grateful for all their support.

The Hospice shops are unable to sell all of the donated goods we receive, however we are able to recycle any old clothing, shoes, bag and belts etc. During the year this recycling process earned the Hospice £10,460

All of our shops are currently doing very well, however we are always on the lookout for new premises and have recently acquired a new shop in Kilmacolm, which we hope will be a very successful enterprise.



Out Patient Services



At Ardgowan Hospice, we have high hopes for the year ahead. We aim to continue in our collaborative working, meet our organisational objectives and by linking creativity and strategic planning we will ultimately improve patient care.

Ardgowan Hospice is characterised by its people – the patients, carers, staff, volunteers and stakeholders. As we continue to strive to enhance the quality of our services, we need to be mindful that our “Key Values” are at the heart of Ardgowan Hospice - commitment, compassion, caring, trust, respect, integrity, quality, confidentiality and sensitivity.

It is true to say that all departments within Out-Patient Services including our very committed Day Hospice and Bereavement staff certainly have these values at heart. The organisation has encouraged the staff to take part in education, teaching and service development, which has led to improving patient care and continued progress towards the highest possible standards in Specialist Palliative Care.

Alison Bunce
Director of Out-Patient Services

“Ardgowan Hospice is characterised by its people – the patients, carers, staff, volunteers and stakeholders”

In Patient Services Report

Caring with Confidence

The In-Patient Unit can accommodate eight patients with life limiting diseases requiring complex symptom management, respite or end of life care. There were 119 admissions this year with approximately 50% of people being discharged home.



Members of staff have a wealth of wide-ranging experience and knowledge and work as part of the multi-disciplinary team in assessing patient and family needs. Education plays an extremely important part in staff and service development. During the year an Auxiliary Nurse Development Programme was implemented to provide experience of other disciplines within the organisation. Staff Nurse competencies were also initiated with two Nurses participating in the pilot before offering it to all Staff nurses.

Once again our Care Commission inspection demonstrated the high standard of care provided to all who have contact with Ardgowan Hospice. This is reinforced by recent compliments received from patients and families:

“Thank you for your overwhelming care and compassion shown to our brother, and the loving support shown to our family. It was very much appreciated”

“It has been a year since our Mother was in your care. We still frequently remember and appreciate all the love, care and attention she received”.



The team within the unit continue to provide a professional and individual caring service to all patients and families who need support and care at a very difficult time.

A programme of refurbishment has begun this year with reception being updated to include electronic operating doors, which will improve access for patients and families.

The year ahead will be one of excitement and anticipation as we see both Hospice buildings involved in a major refurbishment programme. The In-Patient Unit will be restructured providing new and improved facilities for patients’ families including a wet shower area, family room, and re-modelled drug and treatment preparation area and laundry facilities.

The new post of In-Patient Unit Sister is another welcome addition, further demonstrating that the organisation is committed to improving standards of care. The post- holder will be part of the multi professional team delivering clinical care, education, management and staff support/supervision.

In Patient Services Report

Patient & Family Support

The needs of patients and families requiring support with practical and social issues as well as psychological adjustment, is an extremely important part of the service. Through daily involvement with patients, help with benefit applications, discharge planning, information on care home provision and support to access packages of care can be provided.

Over the last year Ardgowan Hospice has continued to have its views represented on a variety of networks. In addition, it has actively encouraged patient and public involvement by working in partnership with service users to form a user involvement group and developing this will be a key area of work for the forthcoming year.

Spiritual Care

The spiritual care service has been consolidated at Ardgowan, with a permanent coordinator in post for both the In-Patient Unit and Day Hospice. Honorary chaplains who lead daily worship and help provide on-call support compliment this.

Spiritual care is crucial to delivering holistic care, and with this in mind the Hospice has begun holding education events not only for its own chaplaincy team and staff, but also inviting local clergy who are so often called upon to give strength to those in their own fellowships.

Morag Mackintosh
Director of In-Patient Services

“Once again our Care Commission Inspection demonstrated the high standard of care provided to all who have contact with Ardgowan Hospice”



Out Patient Services

Working Together

This year Ardgowan Hospice has focussed on Clinical Governance, Clinical Effectiveness and Strategic Management.

This process has helped define our objectives, identify our key values and focus on our vision. This has been a collaborative process with both staff and Council of Management alike and the benefits of this collaboration are certainly evident.

Change has also been a major feature for the Hospice in 2006, which included, pay modernisation, proposed refurbishment of the In-Patient Unit and plans to relocate our out patient services to the Access building. The organisation is aware of how difficult change can be and commends the staff for their willingness and support during this time.

Service development has been at the heart of our work at Ardgowan Hospice and this last year has seen the Ardgowan Community Nurse Specialist (ACNS) team respond to the needs of patients in Rothesay by providing a seconded service two days a week for six months. This facilitated

an opportunity for two of our own Staff Nurses to work as part of the community team and gain invaluable

professional and personal development. The Living With Cancer (LWC) team have also been meeting the needs of patients by providing site specific education courses throughout the year which have proved very successful. This coupled with the excellent patient support provided by our Lymphoedema department ensures that Living With Cancer certainly provides an all encompassing service.



“This process has helped define our objectives, identify our key values and focus on our vision”