

# Annual Review

July 2006 – June 2007



THE NORFOLK  
**HOSPICE**  
TAPPING HOUSE

*Help, when help is most needed*



S E R V I N G   N O R F O L K   A N D   T H E   F E N S

# A Tribute to Lady Grove (1921–2007)

We are sad to report the death of our Patron, Lady Grove, who died on 31 May 2007. Lady and Sir Edmund Grove have been supporters of the Hospice since its inception. Sir Edmund was its Honorary Treasurer. We extend our warmest sympathy to Sir Edmund and his family.

Born on 24 October 1921, of Danish parents, Grete was in London at the outbreak of war. During her service in the Women's Royal Auxiliary Air Force, Meteorological Section, she was badly injured in an enemy bomb attack that left her disabled for life.

She married in 1945 and following her husband's appointment in the Royal Household they set up home in Windsor Castle. She had a great love of English history and her long period of 34 years as a resident of Windsor Castle made her an expert on its history. She was much in demand as a speaker both at home and abroad.

Deprived by the war of a university education she became one of the first graduates of the Open University. She was always closely involved in social work for the disadvantaged. She helped to set up a hostel for unmarried teenage mothers and became active in the Probation Service. Her work with prisoners' families made her a familiar visitor to some of our more notorious prisons.

In 1982 retirement brought her and her husband to West Newton where Grete took up social work in Norfolk with the Probation Service and the Crime Prevention Committee. She helped to set up the Victim Support Scheme on which she served for many years as a volunteer. She also took on the Treasurership of the local branch of the Multiple Sclerosis Society as well as being a Patron of Tapping House Hospice.

She and her husband had a long and happy marriage and their very close family of two daughters, grandchildren and great-grandchildren brought them much happiness. Grete took a great interest in everything around her and was very active in local affairs. She showed great fortitude despite failing health, war disability and numerous operations. She was much loved by all who were privileged to know her.

***Adapted from a tribute prepared by Lord Grove***

## The Norfolk Hospice, Tapping House

### Our vision

Our vision is of a community where the best possible care is available to people living with life-limiting illness or at the end of life whatever their circumstances.

### Our mission

To be the centre of excellence for the provision of specialist hospice care for the people of Norfolk and the Fens whom we serve and to be the main point of contact for health professionals requiring support with complex problems in palliative care.

*Acknowledgement: The Norfolk Hospice, Tapping House, thanks all those who have contributed to the Annual Review 2006–07 with their time, texts, quotes and photographs.*

# Message from our Chairman

The year ending June 2007 was full of activity and challenge. It was also one of essential change, which at times was demanding for our staff and volunteers. We remain impressed and motivated by the dedication and commitment of everyone who works and supports the Hospice.

None of this would be possible to sustain without the generosity of individuals, the local communities and some larger charitable organisations and trusts. Our work complements and enhances that of the NHS and Social Services with whom we co-operate very closely and are grateful for the continued support from the local PCT.

We pay tribute to the hard work and commitment of Duncan Symington, previously Chairman, Anthony Goodrich, previously Treasurer and Company Secretary, and Ann Staveley who stood down from the Board during the year. They have all been associated with the Hospice for many years; they will continue to support us in other ways.

We focused on increasing the capacity of the Hospice to enable us to extend our services to address unmet need. Pivotal to this was creating innovative ways of attracting new supporters and flows of income. Our enhanced Fundraising Team was particularly imaginative in organising this as well as putting in place the disciplines that will help to secure our future.

We have carried out further work laying the foundations for perhaps our biggest challenge yet – developing a

new purpose-built hospice with inpatient facilities for the area of North and West Norfolk and the Fens. It is a colossal challenge but we are more certain than ever that this is what the community requires. We were delighted to receive a donation of £500,000 from Towergate Partnership, led by the Executive Chairman, Peter Cullum, and to hear news of a capital grant of £500,000 awarded by the Department of Health (DOH) towards the first phase of our redevelopment programme.

Most important of all is the daily care and compassion that all our staff and volunteers offer to those when help is most needed. It is said that an organisation doesn't accomplish anything – its people do. A huge thank you to all of you who work for us, support us, raise funds for us, pray for us and believe in the Hospice.



**Tessa Scott**  
**Chairman, Board of Trustees**

## Contents

Foreword.....	1	Our Fundraising.....	7
Introduction.....	2	The Future.....	8
Our Care Team.....	3	Financial Summary.....	IBC
Our Volunteer Team.....	6	Who's Who.....	OBC

# Message from our Chief Executive



We have continued to offer care to the ever-growing number of people who require our services and whose needs cannot be fully met through alternative provision. Our catchment area covers North and West Norfolk, parts of the Fens and beyond and all care is provided without charge. Our aim is simply to enable people

to live their life as fully as possible to the end and we are often humbled by the gratitude and support of patients and their families.

A number of our initiatives are in partnership with external colleagues in health and social care. The change to the NHS boundaries and creation of a county-wide Norfolk PCT (Primary Care Trust) in October 2006 meant that we had to develop new relationships and apprise colleagues about our Hospice, which has served the community for 23 years, and of our development plans devised with support

from the outgoing PCTs. We look forward to strengthening these relationships in the coming year.

**'I don't know what I would do without The Norfolk Hospice. It is such a wonderful place, strangely happy and full of life'**

*Hospice patient*

The charitable sector is becoming increasingly competitive, with an ever-increasing amount of legislation and additional funds to raise. After reflection and consultation with patients, staff, volunteers and visitors we decided to refresh our image and changed our name and logo. This change alone has had a major positive impact on raising our profile and encouraging new support.

The financial year 2006–07 saw an overall increase in income although we remain aware of the need for a significant further increase if we are to fund a new larger facility. The enhanced Fundraising Team is in place and we expect the income to grow in response to new approaches.

With regret we closed our shop in Hunstanton as the lease came to an end. We are very grateful for years of loyal support from customers, staff and volunteers and celebrated their achievement over a sumptuous tea party.

This year saw some key staff changes. We are indebted to all our colleagues and volunteers who have shared their skills, expertise, friendship and time with us. We have welcomed a number of new talented and enthusiastic staff and volunteers and, along with our generous supporters and donors, we look forward with confidence.

**Janet Doyle**  
**Chief Executive**

# Our Care Team

It was a busy year for the Hospice and we thank both outgoing and new members of the Care Team. Many patients are helped in the comfort of their own homes, while others are helped by the services and therapies available at Tapping House. Our specialist palliative care nurses and therapists work alongside GPs, hospital consultants and other health workers. Our hospice services include support for families and carers and all are provided without charge.

## Home Care

We continued to provide trained specialist nurses and volunteers to care for people in their own homes to the extent that our resources allow. We include people with diagnoses other than cancer who do not appear to have equal access to service provision.

The specialist equipment loan service enables patients to be discharged from hospital more speedily to be cared for at home. This alone can often also avoid a hospital admission.

Each week the Clinical and Education Director participates in the Palliative Care Multi-Disciplinary Team meeting at the Queen Elizabeth Hospital (QEH). The objective is to enhance continuity of care for patients and their families, particularly for those who are being discharged from the hospital.

We plan to attract new funds to expand hospice care at home, which will be informed by the work of a PCT sub-committee, chaired by our CEO, which is mapping present services and

identifying gaps. We also welcomed the recent appointment of Dr Dean Blackburn, Consultant in Palliative Medicine at the QEH, and look forward to working more closely with him and the Macmillan team in the coming year.

## Day Therapy

Our Day Therapy allows patients to visit Tapping House regularly to take advantage of the therapies, rehabilitation programmes and other services we offer. Whilst registered for up to 20 places per day, due to the higher dependency of patients and limitation of our present building, we only usually take up to 15 people a day.

The services include advice and help from our nursing team, physiotherapist and occupational therapists and social worker, complementary therapies – such as massage, reflexology, shiatsu, reiki, relaxation and visualisation – hairdressing, chiropody, physiotherapy, creative activities and more. Day Therapy also provides the opportunity





to talk with other patients, their carers and our day-care volunteers and to participate in social activities, in a comfortable and welcoming setting.

Many of the complementary therapies have proved very helpful in reducing anxiety, pain and stress-related symptoms, and in promoting relaxation and general well-being. Our transport service supported by our team of volunteer drivers makes the coming and going to Tapping House just that much

easier and is much appreciated.

This year we ran a Neurological Programme funded by the St James's Place Foundation, which ends in November 2007. Discussions are currently under way to review the outcomes of this programme and to identify other resources that might be available to this large and

dependent group of patients who are not necessarily appropriate for on-going specialist palliative care.

We plan to review our Day Therapy services in the light of increasing

referrals and the space limitations of our current building and explore different ways of responding to need and demand.

## Outpatients

Our outpatient services include nursing assessment, advice and support, complementary therapies, podiatry, physiotherapy, occupational therapy and lymphoedema management. It is envisaged that these will expand in the coming year beginning with the development of a blood transfusion service that is scheduled to start in October 2007.

There was growth in the lymphoedema service in particular and we are working with the Norfolk PCT to ensure that the work of the Hospice is recognised and that the focus of the hospice component of the service reflects our primary purpose.

## Carers' Support

An integral part of our work is Carers' Support. We recognise that the contribution played by those who look after loved ones with life-limiting illnesses is complex and both physically and psychologically demanding. Each situation is different and our aim is to look at each person individually and tailor our response accordingly.

We continued to provide support for carers both individually and through monthly meetings where members can share their experiences and their responses to problems. The latter included an educational component, which is providing closer links with other agencies, including West Norfolk Carers.

An increase in the nursing establishment and the appointment of a Family

**'I look forward to my visits, it helps me forget my terminal cancer and knowing help is always available stops me from worrying over any problems'**

Support Social Worker has given new impetus to this work. Closer working relationships will enable us to review the structure and function of family support and to integrate more closely with other statutory health and social care agencies.

Our aim is to support carers through the highs and lows of their loved ones' illnesses, to support and encourage, to listen and learn, and to support them at the end if this is requested.

### **Bereavement Counselling**

Bereavement is something that will touch us all and it can be a devastating experience that affects every area of our lives. For most people the support of family and friends is sufficient to help them cope with the distress but others find it helpful to talk with someone else. Supporting people in bereavement is an integral part of the care offered by the team at The Norfolk Hospice, Tapping House. This year we also worked with Help the Hospices on the development of our own link with the MissYou website for bereaved people.

Many of the people we support are already known to us as carers, others are referred from the hospital Macmillan team, local GPs or people refer themselves. We try to base the support we offer on the needs of the individual through our services:

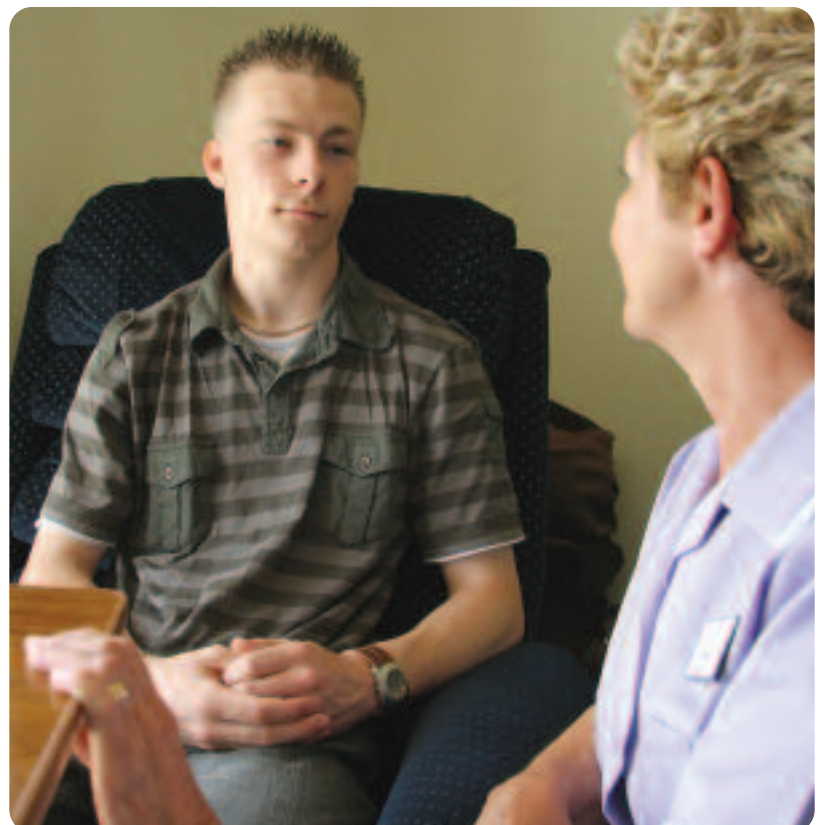
- telephone support
- one-to-one counselling from a member of our bereavement support team either at Tapping House or in their own home
- informal visits to Tapping House for a cup of coffee and a chat

- complementary therapies that may help them to relax and sleep better
- the opportunity to meet with others in a similar situation through the Tapping House Bereavement Support Group
- time to remember loved ones at special services such as the 'Light Up a Life' series of services at Christmas.

The need for more equitable bereavement care across Norfolk has already been identified, particularly in relation to bereaved children.

We identified possible models of bereavement support that reflect national guidelines and standards and will take this work forward in the coming year. Our objective is to provide a holistic care service that supports our patients, their families and other loved ones through the journey of care and in their bereavement.

*See the back cover for a list of our care and support services.*



## Our Volunteer Team

The Norfolk Hospice, Tapping House, depends on the support of more than 150 volunteers. Our Trustees are all volunteers and give their time and experience freely. There are many roles that volunteers can choose from and we welcome informal enquiries.

Volunteer drivers bring patients in for Day Therapy and then home at the end of the day. Day-care volunteers spend time with patients, providing social interaction and individual support beyond the hands-on care given by the nursing staff; other trained volunteers offer complementary therapies, such as reflexology, as well as hairdressing and beauty treatments.

Volunteers help in the kitchen, with housekeeping, making drinks, ironing or working in the three charity shops sorting donations and serving our loyal customers. Others help on reception, assist with administrative tasks, fundraising and gardening. A small number of trained volunteers provide care at home for patients and their carers, or deliver aids and equipment to



patients at their homes, and others help maintain the premises generally.

A few of the roles require special qualifications such as complementary therapies, hairdressing or food hygiene, but most do not. What we need are more volunteers who have some time to spare on a regular basis. We provide initial induction programmes, on-going training and support, enabling our volunteers to use their experience and develop their skills to complement and support hospice staff.

Many other volunteers help on an occasional basis, including with fundraising bringing new ideas and some great results.

We estimate that our volunteers gave in the region of 25,000 hours to the Hospice last year worth £133,750 (based on the adult minimum wage) – we simply could not do without their contribution. We are looking forward to continuing to increase our Volunteer Team and the support we give them.



# Our Fundraising

The Norfolk Hospice's work depends almost entirely on the generosity and enthusiasm of its supporters. The Hospice has to raise more than 80% of its £1 million running costs a year to survive. During the past year our Fundraising Team has succeeded in being creative and adventurous in assisting supporters to raise these much-needed funds to continue the vital care services that we provide.

Throughout the year, we were grateful to all the churches, schools, community groups, companies, runners, golfers, 'barbecuers', parachute jumpers, concert performers, gardeners, dog owners and everyone else who supported us with their enthusiasm and contributions. Whilst many events took place a few highlights included The Norfolk Hospice, Tapping House, Race Day, the Charity Ride, Norfolk Fashion Show, the Great Norfolk Skydive, our Companion Dog Show and the Great East Anglia Run.

The Hospice also continued to build on its other fundraising activities including our Light Up A Life Services, our shops and Hospice Lottery, the involvement of corporate and grant-making trusts as well as many small, but no less important, local events and community activities.

Making a donation or contribution to the Hospice is more than just a gift gratefully received. It is an investment in the future quality of palliative care throughout Norfolk and the Fens. We have more plans in the pipeline for the coming year and look forward to making it an even better fundraising year. To find out how you can help,

make a gift or support us, please give the Fundraising Team a call on 01485 542891 or send an email ([enquiries@norfolkhospice.org.uk](mailto:enquiries@norfolkhospice.org.uk)).

## Our thanks...

We would like to thank all of our supporters as our vital work relies on their generous contributions. Every gift makes a difference to our work and we would like to give special thanks to the charitable trusts, organisations and businesses that have most generously supported our work and developments during the year including:

- Jane Ashley-Emile School of Dancing
- Barclays Bank plc
- The Paul Bassham Charitable Trust
- The Big Fund
- Campaign Care '94
- Childwick Trust
- Crofters Coffee Shop
- Dawbarns Pearson
- D'Oyly Carte Charitable Trust
- Fenton Insurance Solutions Ltd
- John & Lucille van Geest Foundation
- H & S Engineering
- Help the Hospices
- Hylton Gott
- The Albert Hunt Trust
- Joey & Friends
- King's Lynn Golf Club
- Norfolk County Council
- Palgrave Brown Foundation
- Provincial Grand Lodge of Norfolk
- RAF Marham
- Riverside Restaurant
- Sandringham Royal Warrant Holders Association
- Sandringham Estate Cottage Horticulture
- Towergate Partnership
- Wensum plc
- Wilson & Betts
- Hazel M Woods Charitable Trust

# The Future



The forthcoming year will take us further on the journey of The Norfolk Hospice, Tapping House, as a specialist centre that plays a significant role in the care of patients and their families at their time of greatest need.

It will be exciting and, at times, challenging. Exciting because we will be looking to develop the range of services we provide, to tailor them even more to the needs of individuals we cater for and to plan new beginnings in response to the increasing needs within our local communities. Challenging because it will require us to look critically at what we do now to ensure we are not missing the opportunity to do things even

better. It will also require us to attract new sources of revenue income. Our history, however, defines us as an organisation that does not shrink from challenge, but is prepared to be bold, determined and courageous, and is not put off by the enormity of the task but finds a way forward.

The Department of Health (DOH) capital award is to help us improve the physical environment as part of the Dignity in Care for Older People programme for people living with life-limiting illness and facing the end of life. Although we care for people from 18 years this is our largest group of clients. This grant will assist us with Phase I of our redevelopment programme

There have been unavoidable delays in confirming our plans for the new hospice although this has allowed us to put in place the foundations for a major Capital Campaign and the private phase of an appeal. We have visited other similar projects around the country and it has been reassuring to learn that their timescales range from four to nine years.

We are thrilled that in the coming year we will be developing our Capital Campaign under the presidency of Lady Jane Dawnay and patronage of the Lord Lieutenant of Norfolk, the Bishop of Norwich and the Bishop of East Anglia. Our Trustees, Capital Campaign Committee and Task Force and major sponsors will work with us devoting their time and support to ensure that the Hospice continues to be there for our community today, tomorrow and into the future.

# Financial Summary

## Income

### *Incoming resources from generated funds*

#### Voluntary income:

Donations and grants	137,553
Bedded unit development	525,050
Legacies	48,200

#### Activities for generating funds:

Fundraising income	77,224
Lottery income	156,264
Trading from shops	163,555
Investment income	18,360

### *Incoming resources from charitable activities:*

Grants and contracts	165,655
Services and other income	1,834

**Total incoming resources** **1,293,695**

## Expenditure

### *Cost of generating funds:*

Cost of generating voluntary income	112,116
Lottery operation and prizes	120,029
Shops expenditure	117,368

### *Charitable activities:*

Provision of hospice services	442,505
New Hospice Development	267,360

*Governance costs:* 4,895

**Total resources expended** **1,064,273**

**Net incoming resources** **229,422**

## Summary Balance Sheet

Fixed assets	441,319
Current assets	845,003
Creditors: <i>amounts falling due within one year</i>	(158,475)
Net current assets	686,528
Total assets less current liabilities	1,127,847
Creditors: <i>amounts falling due after more than one year</i>	(10,500)
<b>Net assets</b>	<b>1,117,347</b>

## Funds

Unrestricted	893,903
Restricted	223,444
<b>Total</b>	<b>1,117,347</b>

This financial summary to the year end June 2007 is extracted from the statutory accounts and copies of the fully audited *Annual Report July 2006–June 2007* can be obtained from The Norfolk Hospice, Tapping House, by writing to us directly.

**‘Once I had provided for my family, friends and loved ones, I was able to leave the rest to the Hospice to help continue its vital work’**

# The Norfolk Hospice's Care and Support

The Norfolk Hospice, Tapping House, is founded on a philosophy of holistic care. Simply put, we aim to care for the whole person, encompassing the physical, emotional, practical and spiritual needs of patients. We also offer a range of services to families and carers. Our services include:

- Holistic day therapy
- Home hospice support
- Bereavement support
- Regular carer support groups
- Transport
- Equipment loan
- Information
- Physiotherapy and complementary therapies
- Occupational and creative therapies
- Lymphoedema management
- Family support service

## How to help

The Norfolk Hospice, Tapping House, has to rely heavily on its friends and supporters. If you would like to help us you can do so in many ways – big or small. To obtain an information pack on ways of giving, or suggest any ideas of how you can support us, please contact the Fundraising Team on 01485 542891 or email [enquiries@norfolkhospice.org.uk](mailto:enquiries@norfolkhospice.org.uk)



Common Road (West)  
Snettisham  
King's Lynn  
Norfolk  
PE31 7PF  
Care Team 01485 543163  
Fundraising Team 01485 542891  
[enquiries@norfolkhospice.org.uk](mailto:enquiries@norfolkhospice.org.uk)

[www.norfolkhospice.org.uk](http://www.norfolkhospice.org.uk)

Registered Charity No. 1062800

## Who's Who at The Norfolk Hospice

### Patrons

Lord Fellowes GCVO, KCB  
Lady Grove (who sadly passed away on  
31 May 2007)

### Capital Campaign

*President:* Lady Jane Dawnay  
*Patrons:* Mr Richard Jewson JP,  
HM Lord-Lieutenant of Norfolk  
The Right Reverend Graham James,  
Bishop of Norwich  
The Right Reverend Michael Evans,  
Bishop of East Anglia

### Board of Trustees

Trustees who served the Hospice during the  
year to 30 June 2007 were:  
Mrs Theresa M Scott (Chairman)  
Sir Jeremy Bagge Bt, FCA (Vice-Chairman)  
Mr Harry Buscall (Vice-Chairman)  
Mr Edward Carpenter FCA (Treasurer)  
Mrs Lucinda Fox  
Mr Anthony Goodrich (resigned March 2007)  
Mrs Elizabeth Ann C Staveley (resigned  
March 2007)  
Mr Duncan Symington (resigned March 2007)  
Mr John Symington  
The Very Reverend Michael Yorke  
(Vice-Chairman)

### Senior Management Team

Ms Janet H Doyle BSc (Hons), RN, RM,  
Chief Executive  
Ms Jan Smith MSc, BSc, RN, RHV, Dip Couns,  
PGDE,  
Macmillan Clinical and Education Director  
Mr Marc Stowell,  
Campaign and Fundraising Director

*Charity Name:* Tapping House Hospice  
*Registered Charity Number:* 1062800  
*Company Number:* 3185605

*Company Secretary and Registered Office:*  
Mr Edward Carpenter FCA, Tapping House  
Hospice, 38a Common Road (West),  
Snettisham, King's Lynn, Norfolk PE31 7PF

*Auditors:* Izod Bassett, 105 High Street,  
Needham Market, Suffolk IP6 8DQ  
*Solicitors:* SJP Solicitors, Waverly House, 37  
Greevegate, Hunstanton, Norfolk PE36 6AB  
*Bankers:* Barclays Bank plc, PO Box 16, 21  
Tuesday Market Place, King's Lynn, Norfolk  
PE30 1JX