

The Sara Lee Trust  
Charity Number: 1055048

# The Sara Lee Trust Evaluation Report 2020-21



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**November 2021**

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## The Sara Lee Trust

The Sara Lee Trust is an established charity in Hastings and Rother that aims to significantly improve the quality of life of local people, including loved ones and carers, affected by cancer and other life-threatening illnesses by providing free psychological and counselling support, complementary therapies, and therapeutic group activities.

The Trust is the only provider of this combined range of specialised services in the region, and is also the dedicated provider of these services for St Michael's Hospice (St Leonards on Sea) and The Rye, Winchelsea and District Memorial Hospital (Rye).

The Trust's aims are to:

- develop capacity to fully meet local need and reduce local health inequalities
- provide services of the highest quality that best meet patient needs
- deliver care in the most appropriate setting for the patient
- ensure long-term sustainability

## The Evaluation Process

The Trust is committed to developing the services it provides to best meet its users' needs. Essential to achieving this core aim is effective and ongoing monitoring and evaluation.

**Monitoring** is how the Trust measures progress, identifies problems, and makes modifications and interventions accordingly. This is enabled by a number of tools and mechanisms including: bi-monthly performance reports covering referral and appointment activity; significant event monitoring; regular attendance at multidisciplinary team meetings; and the holding of regular meetings of the therapy team, service user group, operational team and Board of Trustees.

Whilst monitoring is an ongoing process, the aim of our annual **evaluation** is to step back, reflect on the year, and learn from our experiences and the information obtained, to make our operations more effective and efficient in the longer term. The aim of this report is to summarise the evaluation process for 2020-21, highlight key findings, and communicate the resulting action plan for 2021-22. The action plan will serve as a road map in the ongoing monitoring process for the year ahead, and a benchmark against which to evaluate our progress at the end of the year. Our monitoring and evaluation processes also cover reviews of other regular Trust reports which include:

- Trust performance reports
- Financial statements and reports
- Corporate governance and HR reviews
- Relevant external updates (e.g. legislative changes, Information Commission and Charity Commission guidance)

All stakeholders including staff, service users, volunteers, local partners and the wider local community are actively involved in the monitoring and evaluation processes through a variety of forums, regular events and feedback mechanisms which include:

- Service User Group
- Annual Surveys including Service User, Referrer, Staff and Volunteer surveys
- Focus group reviews
- Feedback forms and case studies
- Board of Trustees
- Specific project groups / committees (e.g. The National Lottery Community Fund Project Board, I-KNOW-HOW)

## Data collected

This report takes account of a wide range of feedback and information from key stakeholders, including patients, their carers and family members, staff, referrers, volunteers, community partners, and regional and national organisations to help evaluate and contextualise our service.



### TRUST SERVICE USERS

Quantitative data on service provision via EMIS clinical system  
Results of annual service user survey  
Feedback from Service User Group (pictured above)  
Complaints/suggestions forms and other feedback  
Monitoring & Evaluation form data



### THE SARA LEE TRUST

Referral and appointment activity data via EMIS clinical system  
Results of annual staff and volunteer surveys  
Therapy team meetings  
Therapy team personal development plans  
Operational and strategic meetings  
HR & Performance reports and audits including SEA analysis



### LOCAL HEALTH AND SOCIAL CARE PROFESSIONALS

Survey of local referrers  
Multidisciplinary team meetings  
Letters of support from local referrers  
GP and Secondary care activity data  
Local partner service feedback



### THE WIDER COMMUNITY

Feedback back from volunteers, local community groups and organisations.  
Open forums at visioning events (inc. the Trust AGM)



### REGIONAL & NATIONAL DATA

Learning from the BACP and National Association of Complementary Therapists in Hospice and Palliative Care (NACTHPC)  
The South East Palliative and End of Life Clinical Forum  
ONS Data  
Public Health Statistics (Local area indices of deprivation)

## How this information is evaluated and used

Quantitative data on operational areas including service provision is compared to that of previous years to measure growth year-on-year, and track themes and patterns relating to seasonal and other variations. Data from our monitoring and evaluation sources and surveys, along with other feedback from service users, staff, volunteers, referrers, stake holders and community groups, is analysed to highlight key areas of achievement and areas for improvement.

These findings are shared with the Service User Group, Trust therapy and operational teams, and Board of Trustees. Recommendations for improvement and development are collated through these discussions by the Trust operational team, resulting in a Trust Action Plan which identifies the areas of learning and plans for improvement, and also highlights areas of best practice to support internal development and recognise good performance.

The Trust Action Plan is presented at the Trust's AGM and made publicly available via our website. Where appropriate, specific highlights and action points are shared with service partners and colleagues, in the interests of promoting best practice and improving partnership working. This includes sharing findings and developing plans through the following forums, initiatives and channels:

- Meetings of the South East NHS Palliative and End of Life Clinical Care Forum
- The National Association for Complementary Therapists in Hospice and Palliative Care
- The Trust's bi-monthly newsletter, sent to various stakeholders including local healthcare professionals and Trust volunteers
- Regular meetings with the Hospice multidisciplinary team to explore ways of working in partnership to develop group activities and other opportunities

## Service Delivery – The year in review

In the financial year 2020/21 the Trust provided 3,880 hours of therapy to 407 individuals. Our ability to meet the exceedingly high level of local need was heavily restricted during the period and a surge in demand for our support and care is expected once we are out of lockdown measures.

### Highlights

- Despite the national restrictions and lockdowns, Trust practitioners continued to support local people with the care they need throughout the pandemic
- Record levels of counselling support were provided during the period
- Considerable progress continues to be made in the I-KNOW-HOW European project (supporting people affected by cancer to help them to remain in / return to an active life and work) with the development of a new Volunteer Support Worker role



### Continuity of Care

The global pandemic has had a jolting considerable impact on our services over the last financial year. In order to protect our vulnerable service users, most of whom are in the highest vulnerability category for COVID-19 and shielding at home, the Trust had to make the decision to restrict and at some stages suspend all of its face-to-face services.

Our Therapy team however were very quickly able to put the necessary governance and quality assurance measures in place to enable us to bring forward plans to introduce a telephone and video based counselling service. This enabled a seamless transition from in person to remote services and allowed us to provide continuity of care which is so very important for our service users.

Despite considerable challenges, remote based group activities including gentle yoga, mindfulness and carers' support were also provided through the period. In a year where so many were separated from their loved ones and usual networks for long periods, counselling and group support was absolutely vital and we are proud that we were able to continue to support our local community with the essential care needed at such a critical time.

### Increased counselling support

An inevitable consequence of the pandemic was an increased need for counselling. The Trust invested in additional capacity to meet this need and record levels of counselling support was provided in the period.

### I-KNOW-HOW

This 3-year collaborative project with partners from Belgium, France, the Netherlands and the UK is about supporting people affected by cancer to help them to remain in / return to an active life and work.

Much of the last year has been focused on further developing and then finalising a coaching role aimed at providing an effective support and signposting for individuals who may be living with cancer, or undergoing or recovering from treatment. As a result of this work the Trust will be piloting a new Volunteer Support Worker role later in 2021.

## Current range of therapies and activities provided

The Trust provides the following specialist services:

	<b>Service</b>	<b>When</b>	<b>Where</b>
<b>Psychological Services</b>	Counselling & Psychotherapy	Monday-Friday at St Michael's Hospice & Bexhill Therapy Centre. Monday & Tuesday at Hub on Rye Hill	St Michael's Hospice Bexhill Therapy Centre Hub on Rye Hill Online & Telephone Home Visits
	CBT (Cognitive Behavioural Therapy)	Monday & Thursday	
	Mindfulness Course	Next course to be scheduled	Bexhill Therapy Centre / Online
<b>Complementary Therapies</b>	Acupuncture	Service on hold	
	Aromatherapy	Monday-Friday	St Michael's Hospice Bexhill Therapy Centre Home Visits
	Dry Needling	Monday & Thursday	Bexhill Therapy Centre
	Massage	Monday-Friday at St Michael's Hospice & Bexhill Therapy Centre. Wednesday at Hub on Rye Hill	St Michael's Hospice Bexhill Therapy Centre Hub on Rye Hill Rye Hospital Home Visits
	Reflexology	Monday-Friday at St Michael's Hospice & Bexhill Therapy Centre.	St Michael's Hospice Bexhill Therapy Centre Home Visits
	Shiatsu	Thursday	Bexhill Therapy Centre
	Reiki	Monday-Friday at St Michael's Hospice & Bexhill Therapy Centre. Monday at Rye Hospital	St Michael's Hospice Bexhill Therapy Centre Rye Hospital Home Visits
<b>Group Activities and Courses</b>	Yoga (beginners courses and drop in maintenance classes)	Tuesday & Thursday	Hastings Centre Online
	Support Groups	To be confirmed	To be confirmed
	Healthy Cooking Course	Tuesday	Freedom Church, Bexhill
	Programme of Educational Events	Next course to be scheduled	Bexhill Therapy Centre St Michael's Hospice
	Look Feel Better Workshop	Bi-monthly Wednesday 6-8pm	Bexhill Therapy Centre St Michael's Hospice

Note: Home visits are currently not available due to restrictions of covid-19

## Eligibility and referral criteria

### Eligibility

Our remit as a charity is to provide services to people affected by cancer and other life-threatening illnesses\*

in the Hastings & Rother area. The impact of a life-threatening illness varies from person to person and can be experienced at different times, with some needing more support through the course of their treatment, others once treatment is finished.

The high demand for our services means that we can generally only support those who meet the following criteria:

- are receiving palliative or end-of-life care, or
- are in active treatment for a life-threatening illness, or
- are within 2 years of active treatment, if in remission, and
- for whom equivalent mainstream services are not appropriate or adequate

We also accept referrals for carers and loved ones of patients under the same guidelines.

### **Suitability**

Our services prove to be most helpful to those who meet the above criteria and one or more of the following:

- they have emotional or spiritual concerns regarding the illness and its effect on quality of life,
- are coping with the side effects of treatment e.g. chemotherapy/radiotherapy,
- need complementary symptom management e.g. pain, nausea, breathlessness, constipation, diarrhoea, tiredness, sleeplessness, poor appetite, or
- in the case of the patient's loved ones, are coping with the demands of the caring role and/or facing the prospect of bereavement.

### **Duration & Accessibility**

- Patients receiving complementary therapies will be offered an initial block of 6 sessions.
- Carers/loved ones receiving complementary therapies will be offered an initial block of 3 sessions.
- The number of counselling sessions will vary depending on individual need with some people finding just 1 or 2 sessions sufficient and others requiring longer-term support of up to 12 sessions.
- Our mindfulness and yoga courses are open to patients and they run for a set number of weeks. Places are limited.
- Our healthy and nurturing cooking courses are open to patients and carers/loved ones, and they run for a set number of weeks. Places are limited.
- Our group activities are open to patients on an on-going/ad-hoc basis subject to them still meeting the eligibility criteria and to availability.
- Our Look Good Feel Better workshops are open to female patients. Places are limited to 1 workshop per patient during a 2-year period.
- Our information & support sessions are open to patients and carers/loved ones, with the exception of certain specific sessions – e.g. Men & Cancer, Lymphoedema, etc.

\* **Life-threatening** describes a condition that will most likely be fatal if untreated, and may still be fatal even if treated; as opposed to **chronic**, which describes a condition that is limiting, of long duration and generally slow progression.

### **Referrals**

Our services are accessed by referral from a healthcare professional (e.g. GP, nurse specialist, consultant). To refer patients or family members and carers for our services, please complete our referral form and, where relevant, the home visit needs/risk assessment form. These forms are available on our website and through the DXS clinical referral portal. Referrals should be sent electronically to our secure nhs.net email address: [saralee.trust@nhs.net](mailto:saralee.trust@nhs.net)

On receipt of a completed referral form we will do the following:

- Confirm receipt to the referrer using the email address provided.
- Contact the person being referred, provide them with information on our services and a first appointment within three weeks (subject to their availability and ours).





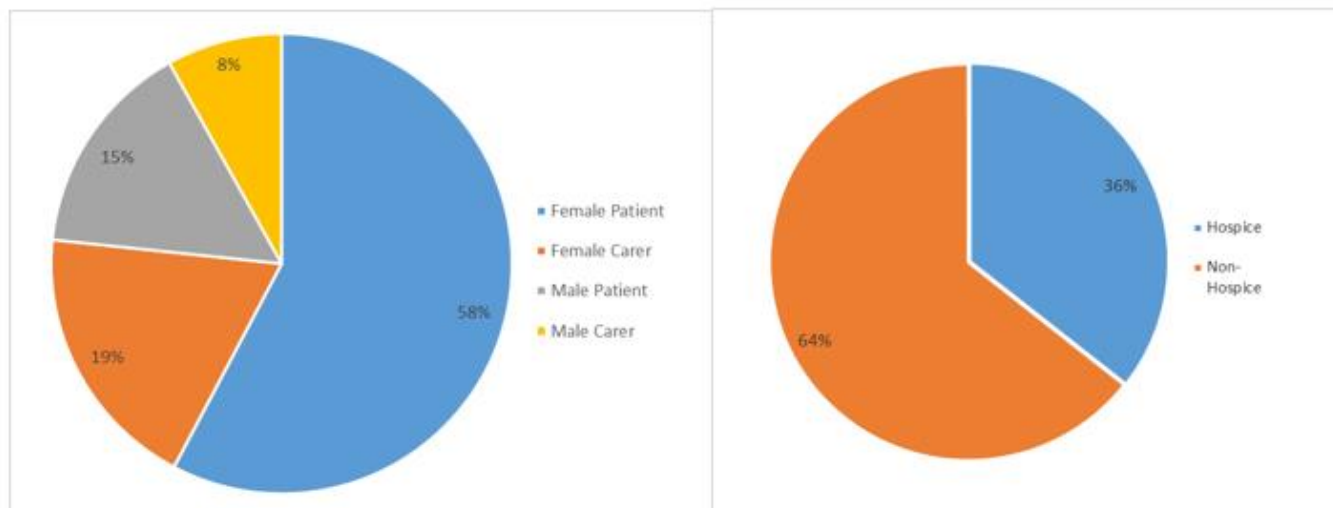
## Hours of services provided

In the year 2020/21 the Trust provided 3,880 hours of therapy to 407 individuals. Our ability to meet the exceedingly high level of local need was heavily restricted during the period and a surge in demand for our support and care is expected once we are out of lockdown measures.

Service	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
Acupuncture				2	24	18	1	6					51
Aromatherapy				6	20	22	2	7				13	70
Carers' Group	5	2	2										9
CBT	43	38	34	33	38	45	32	22	34	32	42	45	438
Counselling	225	223	216	203	187	185	176	138	171	173	213	140	2250
Healthy Cooking										6			6
Massage				21	39	38	6	4				14	122
Mindfulness	22	22	23	8		5	7						87
Mindfulness CBT Group	16	29	10	5									60
Natural Rhythms		7	3	6	40	6	15	45					122
Partnership Sessions*					6		8						14
Reflexology				18	16	20	2	5				14	75
Reiki				4	8	6	1					1	20
Yoga	52	67	55	42	45	45	46	40	43	41	37	43	556
<b>Total</b>	<b>363</b>	<b>388</b>	<b>343</b>	<b>348</b>	<b>423</b>	<b>390</b>	<b>296</b>	<b>267</b>	<b>248</b>	<b>252</b>	<b>292</b>	<b>270</b>	<b>3880</b>

\*Look Good Feel Better

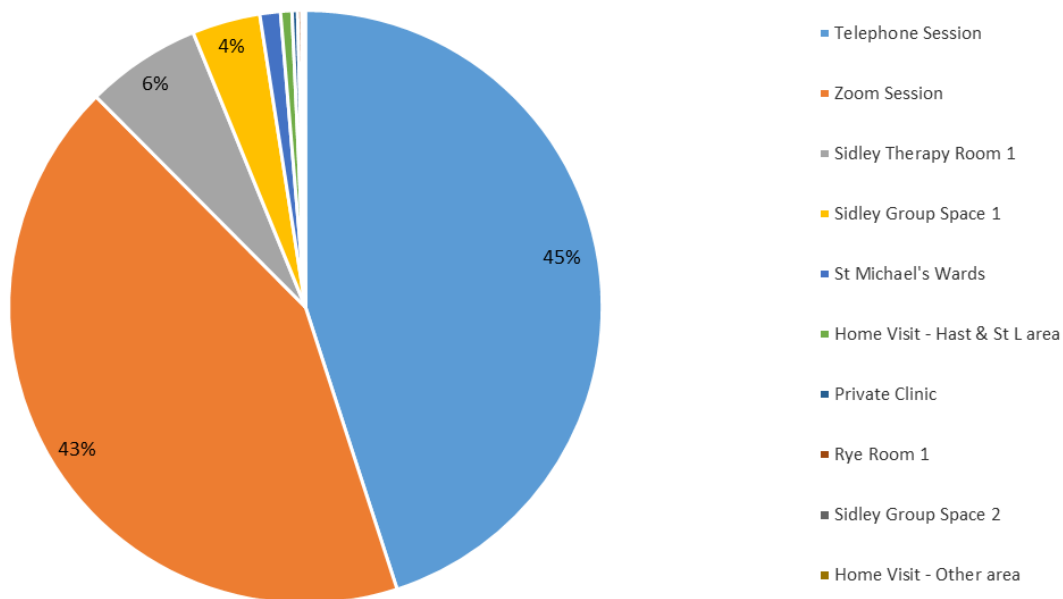
## Who are we providing services to?



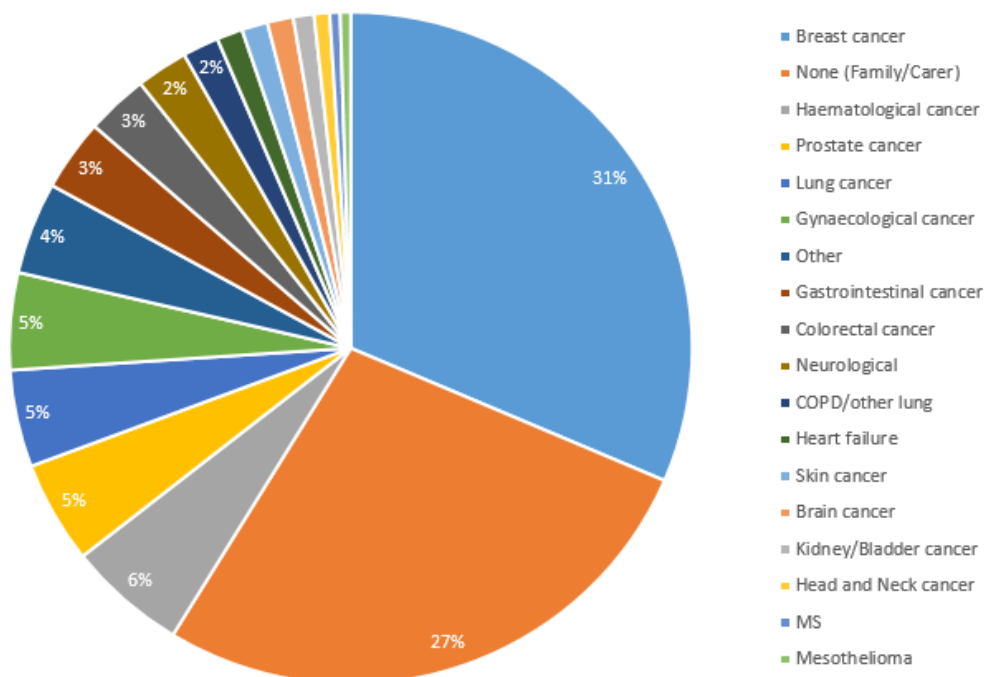
## Referrals received

Referrer	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Total
Hospital / Nurse Specialist	12	10	18	16	27	35	25	25	7	19	21	14	229
Hospice @ Home	10	3	5		4	9	1	1	1	3	7	4	48
Hospice / Rye Memorial Hospital IPU	4		3	1	10	6	6	8	6	2	4	3	53
SLT Team	10	2	9	5	10	10	6	8	1	6	4	4	75
GP	3	4	5	6	6	3	3	4	2	5	5	7	53
Hospice Wellbeing Services			1	5		4	8	4		2	6	2	32
Other Referrals			1	3		1					2		7
<b>Total</b>	<b>39</b>	<b>21</b>	<b>48</b>	<b>28</b>	<b>62</b>	<b>71</b>	<b>45</b>	<b>46</b>	<b>17</b>	<b>37</b>	<b>49</b>	<b>34</b>	<b>497</b>

## Location of therapies and activities



## Service user diagnosis



## Stakeholder Views

The Trust has established processes for engaging stakeholder views on its services and care which includes the use of monitoring and evaluation forms as well as annual surveys. The form and content of these are reviewed and agreed on an annual basis in partnership with the Trust Service User Group. The results of these processes are given below, along with a service user case study.

### Annual Service User and Referrer Survey

The form and content of the Service User Survey is reviewed and agreed on an annual basis in partnership with the Trust Service User Group. The survey is hosted and completed online using Survey Monkey, an off-the-shelf interactive software provider. To ensure the survey is representative, the Trust requires a minimum of 10% of its service users to complete and return it. This is a challenging target given the acute ill health and short prognosis of many of the people we support.

This is the sixth year of asking service users to complete our survey, and the third year of asking referrers to. The results of both surveys are incorporated in this report.

### 2020-21 Survey Findings

This year 89 **service user** questionnaires were completed compared to 158 last year. 31 of these were electronic entries and 58 paper copies. We sent 448 surveys out, a similar number to the previous year, but with a lower return rate of 19% compared with 39%.

The referrer survey was sent to 77 **referrers** (by email only) which is a similar number to last year, but it was only completed by 8 people, compared with 11 last year.

A reduced response rate was expected this year as a direct result of the coronavirus pandemic with the Trust supporting far fewer people than normal and through remote based services.

Significant themes and trends are highlighted in this summary. Further and more detailed analysis is available upon request.

### Summary

- There has been a significant reduction in the number of annual surveys being completed and returned this year. It is highly likely that the multiple periods of extended lockdown have played a major part in this lower level of engagement and we will be better able to understand the underlying themes and trends after the annual evaluation for 2022/23 has been carried out.
- The importance of the remote services provided throughout the pandemic has been highlighted through much of the survey feedback with clear support for the continuation of these services.
- Respondents highlighted the importance of services restricted by the pandemic (including in person services, support groups and home visits) and the need to re-establish these support activities at the earliest possible opportunity.
- People continue to be very satisfied with the care they receive and feel it impacts positively on their health and well-being. Overall 98% of **service users** rated services as Excellent or Very Good, 100% of **referrers** rated services as Excellent or Very Good.

### Awareness of and access to our services

- People continue to be referred for our services more quickly. Only 7% said that they had to wait more than 2 months for a referral from the point of needing the support, as opposed to between 20% and 29% in previous years. This indicates a growing awareness of our services among referrers and service users.
- Our telephone and online services continue to receive positive feedback and while clearly not everyone was comfortable with these mediums, many commented that it would be helpful if they could continue indefinitely for those who are isolated due to the restrictions of their illness, mobility or caring role.

Related service user comments from 2020-21 survey report:

*"It was a lifeline."*

*"Have benefitted from ongoing therapy."*

*"As the wife of a person with Lymphoma it helped me with stress levels."*

*"Sara Lee has made a significant difference in my life. I'm not sure I would still be here without them. I can't thank you enough."*

*"It helped me understand my behaviour and gave me strategies to cope especially during low moments or difficult times. It has been invaluable."*

- Less than 2.5% of respondents identified Trust social media or retailing activities as contributing to public awareness of our services.

### **Impact of our care**

People report that accessing support from the Trust results in reduced use of other services such as their GP, Mental Health Services and A&E. These figures have increased dramatically over the last 5 years. Highlights from this year's survey include:

- Nearly 80% said that our services helped reduce feelings of anxiety and/or depression.
- Over 65% indicated improved confidence and/or wellbeing.
- Almost 50% reported reduced isolation and over 40% said it helped reduce symptoms/side effects of treatment.
- 36% said that treatment helped to reduce symptoms/side effects of treatment (e.g. radiotherapy, medications, surgery) such as breathlessness, pain, nausea, lack of appetite, poor sleep, fatigue, etc.

These indicators underline the importance of our services in improving mental and physical health in the people we support, and the lack of alternative comparable, accessible services to meet this essential need.

Related service user comments:

*Sara Lee Trust has, and continues to be, not only a hand to hold but a complete and total support system for both my body and my mind. An all-encompassing feeling of trust and encouragement when other agencies have failed. I was totally lost physically and emotionally. Then my exceptional counsellor enabled me to lift up my heart and my mind and begin to look to a future that previously I would not have been brave enough to contemplate. When the walls fall in, Sara Lee is there to lift you from the wreckage and lets you begin to believe in life again."*

*"Sara Lee Trust services have been invaluable to me."*

*"The service I have received(massages) has helped me so much, thank you."*

*“The telephone counselling has been a complete lifeline! Thank you.”*

*“The counselling service has helped me through an exceptionally difficult time. I cannot thank Annabel enough. My ongoing support from Sophie is so helpful and provides me with a much needed space in my week to just 'let go' and relax. Thank you Sara Lee!”*

## **Facilities**

As in person care was restricted throughout most of the last year there was little feedback on our premises however considerations as to the “remote environment” were reviewed with most respondents feeding back overall satisfaction with the service.

Related service user comments:

*“All the online services that I have accessed have been excellent & I’ve been very grateful for them”*

*“My experience was really good. I wouldn’t have got through the year without the support of my counsellor. I am very grateful.”*

*“I think that online yoga has worked well.”*

*“My telephone counselling which is one of the main things I received cannot be improved. It's excellent.”*

*“During the last year, I have been lucky enough to experience telephone counselling and then CBT online. I am so very grateful as it has given me the tools and strategies I need to help me during my low and/or difficult times now and in the future. It has helped me to understand my behaviours and be pro-active in bringing about change to improve my well-being even further. “*

## **Developing our care and services**

Our ability to develop the care and services that service users need is dependent, to a significant degree, on the effectiveness of our monitoring and evaluation processes. Over 90% of respondents felt the surveys/evaluations easy to understand and none indicated that they felt their feedback would not be put to good use.

Whilst the aim of the Trust and its team over the coming year will mainly focused on recovery and building momentum respondents have identified the following areas as high priority developments / initiatives:

- Support groups
- Guided self-help tools (e.g. online videos)
- Support in the home

**We asked referrers what they need or want from The Sara Lee Trust. They told us they would like us:**

## **Support and training**

- To offer more group support activities for patients as well as loved ones, carers and family members

## **Information**

- To keep them regularly updated with what services patients can access and the relating detail e.g. what therapies, where and when, how many sessions etc

Service User Monitoring & Evaluation form collection and analysis

Our Monitoring & Evaluation form are used across our services to evaluate outcomes and capture essential feedback. The form is provided to service users at the end of their block of sessions, along with an SAE, so that they can return it easily, voluntarily and anonymously.

<b>Outcome 1 - Improved mental wellbeing for local people living with life-threatening illness, and their family and carers.</b>	
Service users reporting improved confidence and wellbeing	96%
Service users reporting reduced anxiety and depression	85%
Service users reporting reduced use of mental health services	67%
<b>Related comments</b> <ul style="list-style-type: none"> <li>- <i>I just felt able to see things straighter</i></li> <li>- <i>The massage was very beneficial</i></li> <li>- <i>I was able to get better without medication</i></li> <li>- <i>Made me take time out for myself</i></li> <li>- <i>Very soothing</i></li> <li>- <i>Excellent counselling</i></li> <li>- <i>Had been very unsettled and these services helped me through that time</i></li> </ul>	

<b>Outcome 2 - Improved physical health for local people living with life-threatening illness, and their family and carers</b>	
Service users reporting a reduction in symptoms/side effects of treatment	44%
Service users reporting an improvement to physical health	67%
Service users reporting reduced use of other health services:	
- GP Services	36%
- Accident & Emergency	9%
- Macmillan / Other Nurse Specialist	36%
- Physiotherapist	9%
<b>Related comments</b> <ul style="list-style-type: none"> <li>- <i>Reduce need for counselling or aftercare with Macmillan nurses</i></li> <li>- <i>Vast improvement with sweats</i></li> <li>- <i>Excellent advice, improved sleep, mobility and physical health</i></li> <li>- <i>More able to help myself</i></li> <li>- <i>Better sleeping</i></li> <li>- <i>Relaxed through reflexology</i></li> <li>- <i>Reduced tension through meditation</i></li> </ul>	

<b>Outcome 3 - Increased independence and reduced isolation for local people living with life-threatening illness, and their family and carers.</b>	
Service users reporting participation in new social networks and/or making new friends	33%
Service users reporting feeling less isolated	67%
Service users reporting being more able to look after themselves	67%
<b>Related comments</b> <ul style="list-style-type: none"> <li>- <i>I felt someone cared</i></li> </ul>	



- |  |   |
|--|---|
| - Very good to talk to someone outside my usual circle             | - Long standing pain alleviated allowing me to twist and turn more easily |
| - It was good to know this service exists for carers and cared for | - Made friends with others who have been through the same                 |
|  | - Given me confidence to try other services                               |

## General Service User Comments

- *First class help with depression from having ongoing cancer*
- *The Sara Lee Trust is invaluable to this community, always there when other services failed me*
- *Thank you Sara Lee for providing the online mindfulness sessions during lockdown. It has been a very positive experience; I think it worked really well. Lovely to see the group regularly during this strange period.*
- *Very helpful and felt the counsellor had a very sound understanding of me and offered down to earth advice which I appreciated*
- *I was pleased with my counselling and trust between us. It helped me so much.*
- *Having been able to access counselling has been invaluable. It has improved my mental wellbeing and enabled me to develop strategies to cope with my ongoing health issues.*
- *I feel more in control of my emotional wellbeing and whilst I continue to struggle with depression I am significantly less depressed than I was at the beginning of counselling.*
- *I am feeling less isolated due to the support of those on the Service User Group and the Natural Rhythms group both of which I would never of had if I had not discovered the Sara Lee Trust - I owe them my life (literally).*

## Service User Feedback

**A case study demonstrating how the Trust has made a difference to people through the service it provides. Names and identifying details have been changed to protect the privacy of our service users.**

*Elaine is a female service user in her mid-fifties living with primary pancreatic cancer which has spread to her lungs and liver. She was an in-patient on St Michael's Hospice ward for a 2 week stay receiving pain management.*

*When I went into her room for the first time to offer complementary therapy, aromatherapy massage or reflexology her response was "well that's the best thing I have been asked since my diagnosis, yes I would absolutely love nothing more, to see if it can help with the excruciating pain I am in". I focused the reflexology on the digestive system, spine and lungs and worked very gentle directly on her back in areas where it was painful.*

*Elaine had a keen interest in complementary therapy and had previously (before diagnosis) had monthly massages, but hadn't felt that she wanted to go back to her therapist, as she didn't know if she had any experience with working with patients living with cancer.*

*A few days later, I went back to offer another session and Elaine reported that her pain was starting to get much better. She felt it was a combination of the reflexology and different medication she had been prescribed. She said that, following our therapy session she felt a significant reduction in pain and later had her best night sleep in months.*

*While she was on the ward I saw Elaine four times and she reported back that she was now able to start reducing the pain medication she was taking as she didn't like how spaced out it made her feel. She felt that the reflexology and back massages had a big impact on reducing her pain levels. Before discharge I showed her husband how to massage her feet and pointed out the relevant areas to focus on, and I also showed him how to do a gentle back massage so Elaine could still get the benefits she had experienced on the ward at home. He was very attentive and took lots of notes and when I saw him later without Elaine, he thanked me and said it was great that he now had something he could do to help his wife when she is in pain, as previously he had felt helpless.*

## 2021/22 Trust Action Plan

This action plan sets out the areas of focus for the Trust in the year ahead, as identified by this evaluation process and a separate HR evaluation process. The plan was approved by the Trust Service User Group on the 23<sup>rd</sup> September 2021 and Board of Trustees on 10<sup>th</sup> November 2021.

### Recovery and building momentum (post pandemic)

Due to the serious and ongoing impact of the coronavirus pandemic the first set of priorities for the Trust and its team during the period will be focused on:

- Maintaining safe and accessible services
- Re-establishing services suspended or restricted by the pandemic
- Increasing therapy capacity to pre-pandemic levels and beyond
- Renewing and furthering existing and new partner relationships in the pandemic altered care sector
- Adapting our fundraising and income generating activities in response to the changed operating environment
- Delivering a sustainable post pandemic future for the Trust

### Trust action plan

The action plan reflects some areas of development from previous years that are either still in progress or were put on hold due to covid restrictions.

#### Access

- Integrate remote based services into our core service offering to improve support for those unable to access face to face services and activities
- Develop accessible online tools to promote self-care as well as support and care from others
- Further refine referral processes to improve accessibility

#### Awareness

- Raise awareness of trust services by developing closer working relationships with key partners and referrers including:

GPs

District Nurse Teams

The Conquest Hospital – Judy Beard Team

Acute and community based palliative care teams

- Improve awareness of Trust Services through improved marketing and promotion across retail and social media

#### Meeting service user need

- As and when restrictions and funding allows:

Increase capacity within the therapy team to increase number of people supported and hours provided.

- Improve our ability to support service users through development / furthering of the following:

- In person and online support groups and activities (including those to replace Natural Rhythms and Sanctuary Days)
- Activities appealing to male patients and carers (including support groups)
- Establishing Mindfulness groups as a core service (both remote and in person)
- Introduce support sessions for families and dependents (i.e. children) into our regular programme of educational events
- Providing Complementary Therapy support for couples at the SLC
- A Volunteer Support Worker Service
- Support for patients at the Conquest (Judy Beard Unit)

### **Improving the therapy environment**

- Develop large group space extension to Therapy Centre, including waiting area.

## **2021-22 HR Draft Action Plan**

The Trust will:

### **Communication, engagement and involvement**

- Maintain regular Trust wide updates covering all operations and activities to all team members (employees, contractors, volunteers, supporters and other stakeholders) ensuring maximum reach
- Ensure that regular (at least monthly) departmental team meetings are held across the Trust covering all team members (employees, contractors, volunteers, supporters and other stakeholders) and core agenda items aimed at ensuring

Improved awareness of Trust activities

Increased involvement and engagement of Trust developments and initiatives

Training and development

Support, advice and leadership

Performance review and feedback

Pastoral care and reducing stress in the workplace

- Re-establish initiatives introduced pre pandemic to maximise engagement and involvement including:

Volunteer committee

Open meetings with Senior Management

- Continue to refine the staff and volunteer annual surveys to enable better benchmarking and identification of key themes and actively encourage wider participation
- Develop a “whole team” approach with better and increased integration across the Trust and its people
- Improve opportunities for anonymous feedback

### **Training and Development**

- Ensure comprehensive induction programmes are provided uniformly across the Trust for all staff and volunteers
- Improve access to Training and Development opportunities for all team members in particular through the introduction of regular meetings as set out above

- Establish a rolling programme of development sessions with open access to all team members, volunteers and supporters
- Provide support and training in key areas including health and safety, retailing and customer service and managing conflict

### **Valuing People**

- Continue to review contractual standard terms and conditions (for employed team members) and the working environment with a view to making enhancements where practical and possible.
- Re-introduce initiatives to recognise and value volunteer support including thank you events and long service certificates and badges
- Continue to consider how career and volunteer pathways can be developed within the Trust

### **Monitoring**

The action plan will be monitored monthly with formal reporting to the Board required on a two monthly basis. A full review will be undertaken annually as part of the yearly Trust evaluation process.