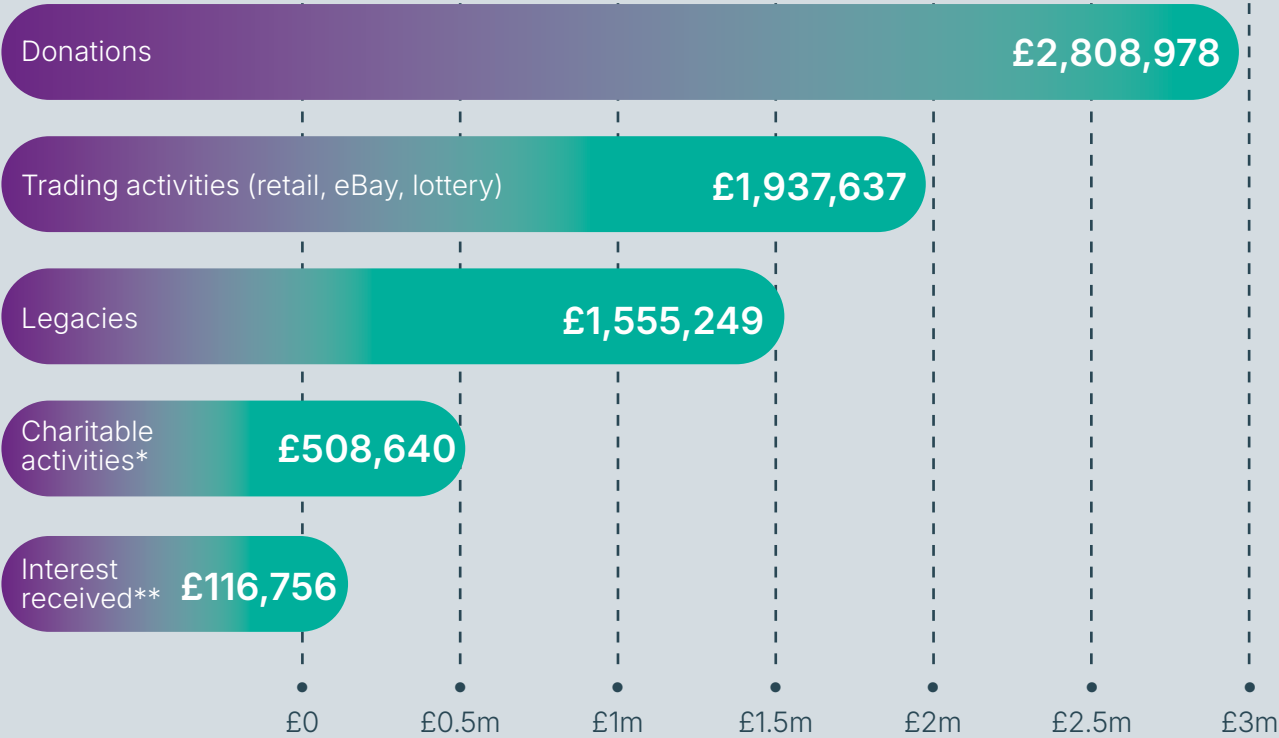




At the heart of our community
Our year 2023 – 24

Where our money came from in 2023 – 24



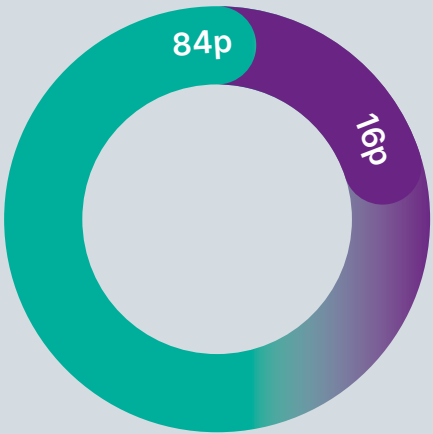
* performance-related grants and contractual income
** and other income

How your money was spent in 2023 – 24

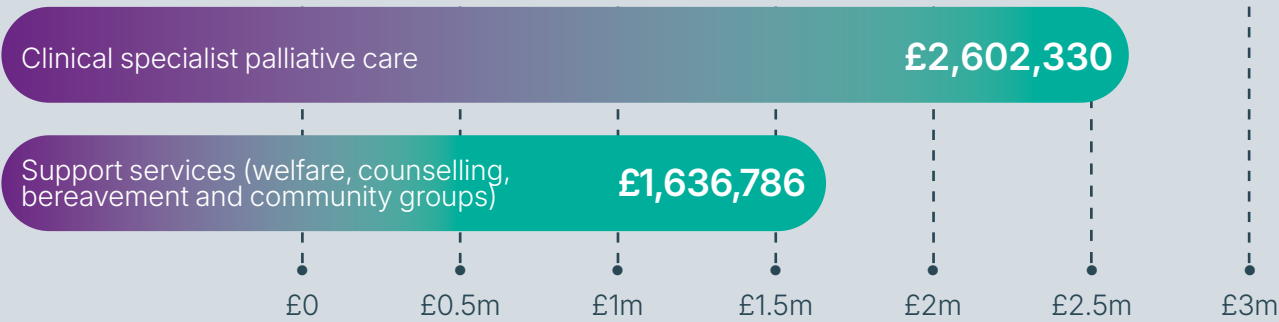
84p in every pound was available to spend on hospice clinical support and service delivery.

Of every £1 raised

- Available for charitable purposes
- Invested to generate further income



How we delivered our mission in 2023 – 24



Providing outstanding palliative and end-of-life care to our community



£6.6m

to run the hospice and
it's services



1,177

referrals made to the
Hospice Community Services teams



237

people cared for on
the Inpatient Unit



2,089

number of people cared for by the
Hospice Community Services teams



2,169

home visits, outpatient appointments,
telephone and video assessments across
our Hospice Community Services teams



24,289

telephone calls across our
Hospice Community Services teams



3,246

Hospice Hub attendances
throughout the year



811

families and loved ones supported
through counselling and social work



Geraldine Allinson, Patron

I believe Heart of Kent Hospice plays a vital role in our community, not only helping those at the end of their lives but also those around them in difficult times. I have long been an admirer of what they do for us all and am deeply honoured to be Patron. I have been enjoying the activities I have been part of and supporting Rachel Street and hospice colleagues throughout the year. I am always humbled by the dedication of the volunteers right across the hospice, giving their time, energy and expertise to deliver the best for our community. My heartfelt thank you also to the Board of Trustees for their continued support of the Hospice Executive Team in delivering on the strategic priorities. The hospice is a wonderful charity to be part of and it will continue to thrive with this community's support.

Ann Millington, Chair of Trustees

I am always surprised at the abundance of energy, enthusiasm dedication and commitment from the hospice teams. It is never wavering. Their courage and resilience to the most demanding of situations really is something to be celebrated. For the past year I have been learning more and more and my fellow trustees and I have been touched by so many stories of gratitude and praise for the clinical support that local people have received. The demand for services is increasing and the Board of Trustees recognises that this is a challenging time for the hospice as a whole to meet demand, cover increasing costs and continue to deliver its outstanding services to the community. We are dedicated to govern and walk alongside the Executive Team in being able to meet that demand as hospice care has never been more needed. Thank you to everyone involved.



Rachel Street, Chief Executive

As Heart of Kent Hospice's Chief Executive, I am proud of everything we do to support those who need us. Everyday my colleagues are supporting people living with a terminal illness, helping them to live in comfort, with independence and with dignity.

We are supporting families who are facing the reality that their loved one is dying and the huge ripple effects that leaves behind.

But we are helping people to make the most of the time that they have left, to have those incredibly difficult conversations with those they love, to plan for the future, to be honest about where and how they want to be cared for, and of course of where they want to die.

Of equal importance is the practical and emotional support we give to their loved ones now and when they are gone.

The hospice has been running for nearly 35 years and we are looking after more people than ever before, with over 1,000 people on our caseload since November 2023 – a figure we expect to continue to grow year on year.

We support a population of 266,000 people in Maidstone, Aylesford, Tonbridge & Malling, and the surrounding areas. The demand for our services is increasing as it is anticipated in the future that the UK will soon have more deaths than births. Our care really has never been more needed and we need you, your loved ones and those in your networks to care about hospice care, enabling us to raise enough funds to meet this demand.

Our plan for 2024 – 2027 is to expand the reach of our care services to more people, while ensuring that our colleagues and volunteers are well supported and thriving. We are committed to maintaining the high quality of care that we provide and we are known for, while also increasing our income to ensure ongoing success in the future. We are an independent charity that costs over £6.6m a year to run, and we receive less than 20% of our income from the NHS. The rest we need to fundraise through the generous donations from our supporters and community, from kind gifts left in Wills and from our 14 charity shops.

It has been another wonderful year, with so many reasons to be proud of what we've achieved and the people we've made a difference to.

Thank you for your kindness and support now and in the future.

Rachel Street,
Heart of Kent Hospice, Chief Executive



Our vision

Our vision is that everyone living with a terminal illness in our community will achieve the best quality of life. We seek to achieve this by enabling people with a terminal illness in our community to live in comfort, with independence and dignity to the end of their lives, and to support those closest to them.

Our values and culture framework

Our culture, values and behaviours guide our decision making and how we conduct ourselves in our work. They ensure all people, and their loved ones receive the very best care day in and day out. Our values are Compassion, Integrity, Respect and Teamwork.

The hospice has a culture framework which celebrates our values and helps colleagues and volunteers put these values into action. The culture framework includes four core behaviours; I care, I own, I learn, and I improve, with associated behavioural standards which run through how we recruit, develop, and retain our teams.

Our strategy

In the financial year, we were concluding our work against the Charity's five strategic priorities for the period from 1 April 2021 to 31 March 2024:

1. Local care: We will establish a model of local hospice support throughout our communities.
2. Flexible, person-centred care: We will develop our services so that they can meet a wide range of patient and family needs.
3. Specialist care: We will provide specialised care to every patient and maintain our reputation as a centre of excellence.
4. Skilled, compassionate care: We will be the organisation of choice for colleagues and volunteers.
5. Care for our cause: We will enable our local community to regard the hospice as the local cause to support.

During the year colleagues from across the hospice collaborated to develop our next three-year strategy which was approved by the Board of Trustees and officially launched in April 2024.

Our 2024 – 2027 strategy focuses on these four priority areas:

1. Securing income and future success

Heart of Kent Hospice can only continue to provide outstanding palliative and end-of-life care and help even more people if we have the funds to do it. We need to grow our income and secure plans to relocate to a newly built hospice.

2. Extending the reach of our specialist palliative and end-of-life care

Against a backdrop of increasing demand for our services, we need to identify how we can reach more people. We will review our models of care and seek to find ways to ensure we are there for everyone who needs our support.

3. Supporting our colleagues and volunteers to achieve and thrive

Our hospice makes a real difference to local people because we have incredible teams of colleagues and volunteers. Ensuring that our colleagues and volunteers can thrive at work is a critical priority for our future success.

4. Expanding our reputation and recognition as an outstanding organisation

Quality and excellence are at the heart of everything we do, and our outstanding reputation lies at the core of achieving our strategic plan.

“From our first contact with Heart of Kent Hospice, we always had someone we could turn to. They do what is needed for you. It’s lots of the little amounts of help – that makes what they do a big help, for which I know Amelia and myself will always be grateful.”

Alistair, husband to Amelia who passed away on the Inpatient Unit in March



Outstanding care

As a specialist palliative care and end-of-life care provider, we offer support to people with terminal illnesses including those with dementia. Our hospice has beds for up to ten inpatients and our Hospice Hub, drop-in service is available to terminally ill people and their carers throughout the year.

The hospice reached a milestone during the year where over 1,000 people were on the case load for the first time in our 33 year history and that number continues to increase.

During the year to 31 March 2024 a total number of **3,238** bed days were available.

During the year there were **237** inpatient stays, of which **232** were first admissions and **5** were repeat admissions.

Inpatient services

The Inpatient Unit provides 24 hour, seven day a week care, for people, all year round. People are looked after in the Inpatient Unit for a variety of reasons including:

- **Short term assessment and management of people with complex and/or unstable needs, be they physical, psychological, social or spiritual**
- **Rehabilitation and adaptation to changes in function associated with disease progression and/or treatment**
- **Care in last days of life**
- **Care after death**

The average length of an inpatient stay was **8** days

The average hospice caseload during the year was **999** people, with the overall caseload increasing by **6%**

Community based services

Our teams have an in depth specialist knowledge of the assessment and management of physical, psychological, emotional, social, and spiritual needs to reduce symptoms, suffering and distress, including complex symptom management.

Our teams also provide multidisciplinary specialist advice, support, education, and training to the wider care team who is providing direct palliative care to people we are supporting.

Hospice Community Team

The Hospice Community Team provides high quality, specialist palliative care advice for those people with a progressive life limiting illness who are being cared for at home and offer support to their family, carers, and friends. The team has a skill mix of Palliative Care Consultants, Doctors in training placements, Nurses, Paramedics and Healthcare Assistants, all who contribute to people and carers being seen at the right time, in the right place by the right person.

The team provide:

Clinical assessment and ongoing support to maximise symptom control

Twice weekly drop-in sessions via the Hospice Hub drop-in services, outpatient appointments, home visits, telephone, or video assessments

Advance care planning and support for people with their preferences and wishes

As part of the local healthcare network we provide advice and support for healthcare professionals



Hospice Dementia Team

Our Dementia Team takes referrals for people living with dementia early on in their illness to enable advance care planning and offering support and education to people and carers. The Head of the Dementia Team is supported by an experienced Clinical Nurse Specialist, Staff Nurse, and two Healthcare Assistants, and they all support people and carers in their own homes or in care homes.

This year they have continued to provide:

A monthly Dementia Café
held in Magnolia Place Hospice Hub

The Making Memories®
programme, which is a weekly,
six-week dementia programme
for people and their carers

A carer support group
providing pre-bereavement and
post-bereavement support for carers

24 hour
Kent Dementia Helpline

Formal and informal training
for carers and healthcare
professionals

The Care Home Team

Funding from the Kent and Medway Integrated Care Board (ICB) for the provision of a proactive palliative and end-of-life care team to support residents in Care Homes, ceased abruptly in June 2023. The Community Teams continue to support people in Care Homes and their families, on a referral and as needed basis.

Exploration of corneal donation within a hospice Inpatient Unit

The hospice has supported cornea donation for a number of years and during this year one of our Senior Registered Nurse in our Inpatient Unit spoke at the Palliative Care Congress about how the hospice is enabling donations.

The cornea is the clear outer layer of tissue at the front of the eye which lets in light so that you can see. If someone chooses to donate their corneas after they die, they could give someone back the gift of sight. You may hear people talk about 'eye donation', but eyes are never transplanted whole. Eye donation involves donating your corneas, not your iris or the whole eye.

Heart of Kent Hospice had 20 donations at end of January for the year 2023 – 2024. The hospice will always endeavour to fulfil patient's wishes.

Our Hospice Community Team

759 referrals
(2023: 777)

**Conducted 1,458
home visits, outpatient
appointments,
telephone and video
assessments**
(2023: 1,213)

18,936 telephone calls
(2023: 18,976)

Our Care Home Team

226 referrals
(2023: 30)

**Conducted 416 home
visits, outpatient
appointments,
telephone and video
assessments**
(2023: 172)

1,952 telephone calls
(2023: 595)

Our Hospice Dementia Team

192 referrals
(2023: 227)

**Conducted
295 home visits,
telephone, and
video**
(2023: 338)

3,401 telephone calls
(2023: 4,306)



Family Support Team

Our Family Support Team provides counselling, social work for children, young people and families, welfare advice and spiritual support, led by our Spiritual Lead, with volunteer support, to people and their loved ones within the Hospice Hub and Inpatient Unit. This support is offered pre-bereavement to the people and/or their loved ones at the time of the death and into bereavement.

Working in close liaison with the primary health care team, the Family Support Team provides:

- Pre and post bereavement counselling
- Family and children support
- Welfare support
- Spiritual Care
- Compassionate Neighbours

The Hospice Hub programme is held in Magnolia Place within the hospice

Monday and Thursday	Drop-in sessions with no referral required for people, their loved ones and carers. This hub model provides a one-stop-shop to access support with symptom and pain control, advanced care planning, social support, spiritual, emotional, and welfare support.
Tuesday	The Dementia team run the Making Memories® programme.
Wednesday	Bereavement drop-in group, supporting families and loved ones to process grief and bereavement in a social setting. Individual bereavement counselling is also available.
Friday	Twice a month, in partnership with the Motor Neurone Disease Association (MNDA), a drop-in group is run for people with Motor Neurone Disease.
Saturday	Once a month a Dementia Café is run in the hospice, for people with Dementia and their carers and loved ones to attend.
Saturday	Once a month a "Time for You" family session is run in the Hospice Hub; these are drop-in, no appointment necessary sessions providing anticipatory grief support for children and families.



During the year the team supported:

301 people
for bereavement counselling
(2023: 276)

247 people
with welfare referrals
(2023: 222)

3,246
through the Hospice Hub
as attendees (2023: 2,511)

811
patient and family outpatient
contacts for counselling and
social work (2023: 1,012)

Education and development

Our Education Team provide internal and external clinical training including, clinical statutory and mandatory training sessions where the Education Team supports colleagues to achieve the clinical competencies as required.

The Education Team also provide training on all aspects of palliative and end-of-life care including providing multidisciplinary specialist advice, support, education, and training to the nursing homes and other healthcare professionals who are providing palliative care. They are part of the Kent and Medway Collaborative for training and education and provide Kent County Council funded training for care homes.

Heart of Kent Hospice facilitates the European Certificate in Essential Palliative

Care (ECEPC) which is a distance learning course aimed at helping professionals consolidate and develop their palliative care confidence and expertise. The course is also designed to meet the needs of healthcare professionals new to specialist palliative care services who wish to establish a strong foundation of knowledge on which to build specialist knowledge and skills.

The Education Team also support the Head of Inpatient Unit to ensure the standards required to deliver outstanding care on the Inpatient Unit are met. The Practice Development Nurse works with nurses on their induction, preceptorship and return to practice, as well as student nurses and the Inpatient Unit team to complete their practical and theoretical competencies.



Local collaboration

The hospice worked with the Integrated Care Board (ICB) and Acute Trusts to support Winter Pressures in 2023 – 24 by collaborating in a number of projects:

British Red Cross palliative care ambulance transfers from home or hospital to the hospice

This pilot project was delivered through the Red Cross ambulance services and Heart of Kent Hospice to provide reliable and timely patient focussed transport to support a patients palliative care needs. The pilot was successful and has now been rolled out across Kent & Medway.

Joining the Maidstone and Tunbridge Wells NHS Trust (MTW) tele-tracking system for capacity and bed management

The tele-tracking system is about improving the movement and flow at both the hospitals and hospice by staying informed about bed capacity and other pressures.

Out of hours crisis hub telephone support scheme

Our hospice supported the ICB initiative by being part of the 24 hour, seven days a week crisis helpline where people who needed urgent support could be put through to the team on our Inpatient Unit.

Working the acute sector partners to support the healthcare system during winter pressures

To relieve pressure on the acute trust the hospice designated two beds on IPU to facilitate hospital discharges and create bed space to relieve pressure on the acute trust.

Early identification at the end-of-life project

We are part of a network of local hospices that have been working with GP practices to identify end-of-life patients (those in the last year of their lives) earlier to enable advance care planning, time to build a relationship with people and understand their preferred place of death and in the long term avoid hospital admissions.

Participating in weekly Local Health Economy situation response calls

We are part of the wider healthcare system and community trust and support the overall healthcare system by being part of the planning and delivery of ongoing palliative care.

Future Focus for 2024 – 25

Extending the reach of our specialist palliative and end-of-life care for 2024-25.

We will continue to innovate, improve and extend our palliative care through the following projects:

Compassionate communities

- develop a plan for Compassionate Maidstone
- achieve Compassionate Employer accreditation from Compassionate Communities UK
- host an employers round table event to discuss how employers can best support colleagues with bereavement and loss

Early identification of palliative needs

- identify ways to support GP colleagues with the earlier identification of people with palliative needs
- review our internal assessment tools for people to determine if efficiencies can be achieved without impacting patient care
- assess the need for, and the resource implications, of a model of nurse led beds in IPU

Clinical training and education

- develop a plan to respond to the increasing need for palliative and end-of-life care support for people with frailty
- develop an internal training program for clinical colleagues on frailty and end-of-life

Patient diversity data

- improve the EDI data collection for people to benchmark with population level data
- evidence positive actions to broaden diversity of volunteers and colleagues to facilitate move to matching local demographics more closely over time
- engage third parties to educate and increase understanding of differences

Growing support and income

We raise money through fundraising activity, lottery and our network of retail shops. Thanks to the phenomenal efforts of our colleagues, volunteers, partners and our supporters, we generated an incredible £5.4m net income to power our services. People can support the hospice in a variety of ways and we're extremely grateful for that support.

Local business support

We are extremely lucky to be supported by businesses throughout our community. Several companies have offered their services at cost or for free this year which helps the hospice save money. Teams of volunteers from local companies have taken part in activities to improve the hospice grounds and environment. We've also had several businesses sponsor hospice events and activity. Thanks to all the local businesses that have chosen the hospice as their charity of the year or for hosting their own corporate fundraising days raising thousands for our charity. We're grateful to every single business that considers supporting the hospice.



John from Genco, at the Hospice Golf Day summer 2023



Phoenix Plumbing team take part in the Hospice Karting event



Evolution Strength & Fitness raised £1,700 from a truck pull fundraiser

Events

Bluebell Walk

We were delighted to welcome 1,226 walkers of all ages on Sunday 30 April 2023 to enjoy a six mile bluebell walk through the Kent countryside in aid of the hospice raising an incredible £30,000.



Moonlit Memories Walk

Moonlit Memories Walk took place Saturday 23 September 2023, an eight mile circular walk round Aylesford, Larkfield and Leybourne. This flagship event raised £21,000 for our hospice!



Community Fundraising

So many local groups support the hospice and we couldn't run our services without them. Our incredible supporters raise money in so many ways – from bake sales to sponsored



runs, knitting projects to paddle boarding, braving a head shave to setting up a birthday fundraiser instead of receiving cards or gifts.

We also like to take part in community events throughout the year. Local fairs, festivals and concerts. Every pound you raise helps us to provide free, compassionate, end-of-life care to local families in our community.

Shaun in the Heart of Kent

The preparations have been in full swing for the arrival of Shaun the Sheep to Maidstone. With over 239 design submissions, design selection events by our committed partners and sponsors and the launch of the artists space where the unique artwork will be created. The excitement has been building for the launch of the art trail 29 June 2024.



Artist MrASingh at the Shaun artists space

Individual Giving

Sunflower Appeal

Heart of Kent Hospice 'Sunflower Appeal' is all about creating a special event where the local community can come together to reflect and remember the people we have loved and lost.

At Heart of Kent Hospice, we talk with patients and families about the importance of creating and sharing treasured and beautiful memories of loved ones. We create a display of wooden sunflowers in our hospice garden, each one honouring someone special. The appeal raised £14,311 to support the hospices services.



Regular Giving

FRIENDS AT

The hospice is reliant on our 300 supporters who help us by giving on a regular basis, monthly quarterly or annually. Their donations help us plan ahead and give us confidence in delivering our services in the future. Thank you to everyone who gives to the hospice regularly.

Legacy

We launched a new Gifts in Wills guide to help supporters through the steps of making a Will and to possibly consider leaving a gift to Heart of Kent Hospice.

Legacies can be a transformational way to support the hospice and future proof our care for generations to come. We were incredibly grateful to have recognised in the accounts over £1.5 million in legacies.



Light Up a Life

Our annual Light up a Life service was held at The Friars, Aylesford Priory on 10 December. The service brought comfort to so many at a time of year that is very poignant for many. Our aim is to encourage a moment in time for family and friends to remember and reflect on those no longer with us.



Trusts and Foundations

Our philanthropic community enable true change for people and their loved ones affected by terminal illness. We would like to express our sincere thanks to those who choose to support Heart of Kent Hospice.

Hospice Hub/Hospice Hub Drop Ins

A community service giving terminally ill people access to our specialist care, peer-to-peer support and professional advice.

Hospice UK

Kent Community Foundation

The February Foundation

The Lawson Trust

The Colyer-Fergusson Charitable Trust

Dementia Services

Running our Dementia Support services, monthly dementia café, and Making Memories programme.

Burdett Fund for Nursing

The Ian Maidens Charitable Trust

The Charlotte Marshall Charitable Trust

The Bennett Pain Charitable Trust

Age UK

Supporting our Inpatient Unit

Helping our clinical teams deliver outstanding care with technological advancements and techniques.

The Malling Lions

The Green Hall Foundation

The Cantiacorum Foundation

St. James's Place Charitable Foundation

The Whitehead Monckton Charitable Foundation

The Florence Nightingale Aid in Sickness Trust

Family Support Services

Providing counselling, welfare advice and bereavement support.

The Cobtree Charity Trust

The National Lottery

The Hospital Saturday Fund

Hospice Innovation

Helping the hospice to innovate and learn.

The Thompson6 Charitable Trust

The Hollands-Warren Fund

The Albert Hunt Trust

The Thomas J Horne Trust

The J & C Findlay Charitable Trust

The Dorothy Wharton (MEH) Trust

The Brewers Foundation

With very special thanks

We are also grateful to all the Parish Councils in our community who give to our hospice and provide lifelines for people who need our services.



Retail and trading



Heart of Kent Hospice currently has 14 charity shops selling a range of pre-loved items from clothing and accessories to electrical items, furniture and homeware. We are reliant on good quality items being donated from the local community and to keep buying from our shops.

Volunteering

We are extremely grateful for the support of our passionate volunteers who make our shops run and enable us to raise vital funds for our work.

We're always looking for volunteers across our shops and to support our eBay activity so if you could support the hospice by giving you time please do get in touch

hokh.org/volunteer



Tough time for Tonbridge

Our Tonbridge shop had to close for several months in February due to leaks that needed to be addressed by the landlords. This was hard for the passionate shop colleagues, volunteers and our loyal customers, and we're grateful for their continued dedication and support, we're glad to report the shop is now open again.



Come on you Stones!

In January our hospice shops came together to support the mighty Stones who got through to the fourth round of the FA cup to play Ipswich.

Coxheath shop in particular went all out with a huge window display showcasing Maidstone United memorabilia and displaying Heart of Kent Hospice support of the team through the next rounds.

BBC breakfast came down to the Coxheath shop before match day to see the community support and captured some words from the local community.



West Malling Bid Window another success

West Malling shop holds a bid window every year with unique and one-off collectibles that local shoppers can put in a bid to secure their winning item. Over the course of a few weeks, they use their shop window to display the items and then host an auction to finalise the winners. It's proved very popular and continues to engage the local community.

Our retail shops significantly over-achieved their sales target for the year, supported by a focus on pricing, reducing lost trading days and increasing resource. Careful budget setting and monitoring of expenditure also enabled the team to exceed targets.



Community rally round

In February, thieves broke into our Aylesford site and stole our furniture van. They removed the tracker and contents in the cab and drove through the locked gates with the vehicle contents still on board. Whilst the van was never recovered, we saw an amazing community response with several generous donations and GKW Wrought Iron replaced the gates with some wonderful new ones saving the charity thousands of pounds.

Lottery

During the year we had a professional fundraising agency representing the hospice and asking people to sign up to play the hospices weekly lottery. This was the second campaign with an estimated reach of 40,000 people spoken to about the hospice and our services with over 2,000 lines recruited over the two campaigns.

Future Focus for 2024 – 25

Securing income and future success for 2024-25.

We need to grow our income and secure plans to relocate to a newly built hospice.

A new hospice capital appeal

- develop a funding model to support the construction of a new hospice at Greensand Place, Linton
- appoint advisors to design team for full planning
- submit full planning application in Autumn 2024

Secure more Integrated Care Board funding

- working in collaboration with other local hospices in Kent we will demonstrate the additional funding rationale to the ICB to secure additional funds
- demonstrate to Kent and Medway ICB that our hospice already provides all the services set out in the NHS England Specialist Palliative Care Services Specification for Adults
- agree a core dataset to demonstrate the impact of hospice services to the ICB
- support ICB with business case for multi-year grant for hospices

Deliver Shaun the Sheep in the Heart of Kent Summer 2024

- secure more sculpture sponsors and/or alternative income sources ahead of the trail launch on 29 June 2024
- achieve a net fundraising target of £250,000 at the Auction on 26 September

Income growth across fundraising and retail

- grow our regular giving portfolio
- deliver the retail distribution plan and obtain planning permission for mezzanine floor at Parkwood
- embedded our Information Technology Managed Service Provider (Skye Cloud) and confirmed the roadmap for digital transformation
- conducted a needs assessment on skills and capability across the organisation in using technology to inform our training and development needs

Striving for excellence

Volunteers thrive at the hospice

Our hospice is fortunate to have in the region of 550 volunteers who make a contribution worth over £1m in time. Our hospice could not survive in its present form without the support of its generous volunteers who offer their contributions in all aspects of our activity; this includes clinical, administrative and income generation roles.

“As a volunteer on reception, I immediately realised we are often the first face that people and their families encounter when they arrive. I know it's a difficult time, so I try to make everyone feel as welcome and as at ease as possible.”

Sarah, volunteer receptionist



Colleague Culture survey (2023)

Our colleague survey is an important tool to monitor how we are performing as an employer and to ensure our teams feel supported in all aspects of their working life at the hospice.

The engagement and response rate from colleagues reached 89%. A strong theme from colleagues is how incredibly proud everyone is to be working for the hospice and how its purpose, vision and values mean so

“Working here has been, and is, such a privilege I can't think of anywhere else I would rather be. I have worked with some of the best people, met some amazing people and families and always felt supported from the senior people here at the hospice.”

Anonymous

much to everyone. Our net promoter scores in terms of recommending the hospice as a place to work and a place for care have both increased and are extremely positive.

There were clear areas we could make improvements, including workload pressures, clarity over flexible working, a recognition of the importance of good communication and ensuring that sense of us all being part of something greater than our individual roles is at the heart of working for Heart of Kent Hospice.

Diversity and inclusion

The hospice is committed to being an equal opportunities employer. All colleagues are required to follow our equality, diversity, and inclusion principles as set out in our policies and code of conduct.



We are also committed to providing skilled and compassionate care in a supportive environment based on mutual respect and trust, which recognises and values the difference of every individual, be they patient, carer, colleague, volunteer or visitor. Rachel Street, as our Chief Executive, is the sponsor of this work and is supported by colleagues in the Belonging Working Group.

During the year, we've been accredited as working towards being a Dementia Friendly Employer, a Disability Confident Committed Employer and has signed up to the Charter for Employers Committed to Mental Health.

Two colleagues are trained and appointed as the hospice's Freedom to Speak Up Guardians and they support colleagues to speak up if they feel that they are unable to do so through other routes.

Future Focus for 2024 – 25

Supporting our colleagues and volunteers to achieve and thrive and expanding our reputation and recognition as an outstanding organisation 2024 – 25.

Our hospice makes a real difference to local people because we have incredible teams of colleagues and volunteers.

Be an organisation where colleagues and volunteers embrace inclusivity and thrive in a compassionate, values led culture.

- achieve 95% compliance score for statutory and mandatory training
- through coaching ensure all managers are competent and confident in managing their team's training via Bluestream, including how to use reporting tools
- create the colleague survey and communicate roles and responsibilities

Be a leading charity that inspires our community to be compassionate and articulate around death, dying, loss and bereavement.

- conduct a self-assessment against the Care Quality Commission (CQC) New Single Assessment Framework
- present at a national or international palliative care conference (or similar)
- validate existing employer accreditations and raise awareness thereof
- undertake a pre-Shaun brand awareness survey to establish an up-to-date baseline
- maximise participation in Hospice UK national legacy campaign in February 2025
- work with retail to strengthen brand messaging in Coxheath shop in support of new hospice location in Linton

Future hospice, Greensand Place

Heart of Kent Hospice was founded 33 years ago because the people of this community were resolute in their determination to make palliative and end-of-life care available to terminally ill people and their loved ones. Thanks to you and others like you, more than 62,000 people and their families have since received the support they needed. And today, with your generosity and kindness we're caring for more than 1,000 people.

In a few years time there will be more older people living in this area. People are also living longer with terminal illnesses – and often with more than one diagnosis. Your hospice must be able to respond to the inevitable increase in demand for palliative and end-of-life care services and meet the requirements of people with increasingly complex needs.

A few years ago, the hospice trustees began making some big plans. They wanted to find a way to ensure the best possible care could continue to be available. It would be available for everyone who needed it, and for generations to come. It isn't practical to upgrade the current site because it's hemmed in by other developments.

So, we started looking for a place to build a beautiful, new, modern hospice that would be fit for the future. A local landowner invited us to be part of a new development in Linton, near Coxheath. A new GP practice has already been built and the site is almost at the centre of our catchment area.

"You, our supporters, hold a huge affection for the hospice and show so much kindness by supporting our teams to be there for people who are facing terminal illness. It was essential that we find the perfect location and when we were offered this site, I knew it was right.

You know how important it is that palliative and end-of-life care remains available to everyone who needs it. This is an opportunity to ensure we never compromise on the care for those who need us."

**Rachel Street Chief Executive,
Heart of Kent Hospice**





At Heart of Kent Hospice, we firmly believe that every person deserves compassionate and specialist care when there is no cure for their illness.

We treat each individual as the unique and special person they are. All our services are tailored to help people live as fully and as well as possible.

Our local community's compassion, kindness, and generosity power our services and ensure we can help, support, and comfort those in need.

As an independent charity, we rely on your support.

Thank you.

hokh.org

Heart of Kent Hospice,
Preston Hall, Aylesford, Kent,
ME20 7PU

01622 792200



RCN 298164