

# Annual Review 2018/19

A year of  
transition



**Shooting  
Star**  
Children's  
Hospices



# Foreword



Welcome to our annual review. Hopefully this will give you an insight into the impact we've had on the lives of families desperately needing our support, over the last year.

2018/19 has undoubtedly been a challenging year for the children's hospice sector with a number of hospices announcing closures or a reduction in services. For us, it's certainly been a year of transition. As you progress through this annual review you will see that over the course of the year we've made a number of changes. For starters, we've changed our name.

This decision followed on from independent market research at the end of 2017/18 that showed that just a small percentage of those surveyed could identify us as their local children's hospice. Our new name now ensures that, in just a few short words, it's clear what we do.

You will also see that we've made great strides in further developing our care service to ensure it's responsive to the needs of the children and families we support. Shaped by the families that use our service and the healthcare professionals we work alongside, our new care model will ensure that as referrals increase we can support each and every family in the way that's right for them.

Towards the end of our annual review you will see how we've re-focused our income generation activities to help build a

sustainable future and whilst we end this year with a deficit, we are quietly hopeful that the work we've recently done engaging MPs and local funders will help ease the immense pressure on our fundraising team longer term.

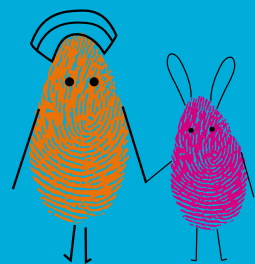
As we close one year and look to the next, our focus will be on implementing our new care model and building a sustainable future for our charity financially. Without a doubt, we will not be able to do this without you, so I'd like to take this opportunity to thank all of our donors, supporters and volunteers for the incredible contribution you make each year, and urge you to continue to support your local children's hospice.

**Nigel Harding**  
Chief Executive





# Our care service



In January 2019 the dining area of our Hampton hospice, Shooting Star House, was refurbished thanks to the generosity of workplace design and fit-out specialists Area, part of long-time corporate supporters Fourfront Group.



# Our care service 2018/19 in numbers

We support 700 families, living across 15 London boroughs and 11 districts of Surrey. **Our bespoke support is free of charge to families and available 365 days a year.**

A contact is defined as direct engagement with a family member, whether that's a phone call, text or face-to-face session.

15



London boroughs where we support families

260



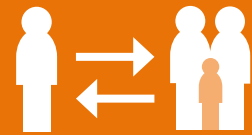
end-of-life bed nights at our hospices



Over

6,500

keyworker contacts with families



151



nights the hospices' bereavement suites were in use

3,397

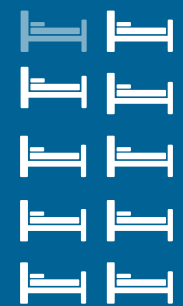


respite nights at our hospices



1,000

supported siblings



89%

occupancy at our hospices

Over

800

families supported across the year



2,010

face-to-face therapy contacts



8,492

hours of Hospice at Home visits



150

new referrals accepted



1,923

symptom management support contacts



11



districts of Surrey where we support families





## Moving towards a responsive care model

We want to ensure that the care that families receive from us is responsive to their needs. Every child, every young person, every family is different. To reflect this, during 2018/19 we continued the work started in 2017/18 to develop a more responsive care model.

Over the last year our referrals increased by 38%, resulting in some children and families unable to access our respite care. This new approach will mean we can be more responsive and allocate respite provision where it can help most.

What's not changing is the care that we provide – **we will still deliver the same outstanding level of care that families have come to expect from us.**

This tailored approach will be based on the medical condition of the child or young person, and on the urgent support needs of the family. Comprehensive and robust criteria have been developed to help us make the right decisions, so families can rest assured they are getting the care and support they most need. And those needs will be constantly reassessed so that when circumstances change, the care and support we provide can change with them.

To help shape this new way of working, a survey was sent to families supported by Shooting Star Children's Hospices – their responses were invaluable in developing our care model. We also consulted widely with experts, both inside and outside the charity, to ensure that the

set of criteria we use to allocate services is based on existing and thoroughly researched methods. The input from supported families (both current and those no longer using our services) and professionals has enabled us to develop a care model that offers the best to the families we support, ensuring that they can access the care that's right for them, while at the same time making the most of the resources we have.

**Over the last year our referrals increased by 38%**



# Supporting families throughout their journey

From diagnosis to end of life and throughout bereavement, we support families as they transition through our care with a range of nursing, practical, emotional and medical care.

## Activities at the hospices

During day visits or stays, children, young people and their families can take part in a range of activities. We also offer various groups and clubs for the whole family – from siblings' days to events for bereaved dads to family hydrotherapy sessions. Over the last year there have been 133 clubs, groups and events.

## Key worker

When they first come to us, families are assigned a key worker. They will get to know the child and put together a picture of all their needs. Acting as the first point of contact, they will support and help families with any questions they have. On average, 193 families received keyworker support each month this year.

## Creative therapies

While at the hospices, children and young people can benefit from creative therapies. Music, art and drama therapy can provide a safe space for a child to express their feelings and develop confidence. They also improve well-being and reduce anxiety. We provided 748 creative therapy sessions in 2018/19.

## Respite

We offer respite to families when they need it most – this could be at one of our hospices or at home through our Hospice at Home service. This year 106 families, on average, received respite in their home each month.

## End-of-life care

When a child is nearing end of life, we work with specialist teams at leading hospitals to provide expert medical and nursing care. We also support families through the choices and decisions they have to make. Sadly, 86 supported children have died over the last year.

## Transition

Not all young people come to the end of their life in our care. We help young people with complex needs prepare for the changes they will face as they move into adult services.

## Emergency support

Not everything goes to plan when caring for a child with a life-limiting condition. When in crisis, we're there. This year, we provided 143 emergency nights at our hospices.

## Symptom management

Our specialist nurses are trained to manage difficult and changing symptoms. Our team supported 33 families needing expert advice and support, on average, each month this year.

## Bereavement support

Our bereavement suites give families precious time to say goodbye to their child in a familiar and supportive environment. Our bereavement suites were in use for 151 nights, with 28% of those nights happening in October 2018 alone.

## Counselling

Care does not stop after a child has died – we continue to support the entire family. On average, we provided 58 counselling sessions each month during 2018/19.





"Shooting Star Children's Hospices gave us the chance to spend much-needed time with her – to cuddle her, to kiss her, to tell her how much we loved her and for our tears to flow."

## Annie's story

When given the devastating news that their daughter, Annie, wouldn't survive, Shooting Star Children's Hospices gave Claire and Steven the chance to say goodbye.

"When one of the consultants told us that she wasn't going to survive, it just didn't feel like the real world," says Claire. "I heard someone talking about the hospital mortuary and I thought 'I can't just leave her here and go back home'."

However, they were able to move to Christopher's, our Guildford hospice, to say goodbye to Annie. "Being there gave us the chance to spend much-needed time with her – to cuddle her, to kiss her, to tell her how much we loved her and for our tears to flow. It gave us the space to start to take in what had happened," says Claire.

The end of a child's life does not mean the end of the support that we offer to a family. The space to grieve is vital if families are to build a new 'normal' in their lives. "The ongoing support that we have from the hospice is also amazing and has quite often kept me going."

This support includes counselling and events such as memory days. "Attending the Remembering Day meant that Annie's brother Ralph began to understand that Christopher's was where Annie came after she died. If I'm at Christopher's for counselling, I'll also pop out to the tree and see the leaf we hung for Annie on Remembering Day."

In June 2018 we sent a survey to bereaved families to better understand their experience of our end-of-life care and

bereavement support. 96% of the families that responded said they felt very supported by Shooting Star Children's Hospices following the death of their child and 85% said they were very or quite satisfied with the bereavement support we offer. In 2019/20 we will look at how we can provide better information about the services we offer and in a timelier manner as this was one of the pieces of feedback that came out of the survey.





# Funding our care service



327 supporters took on Twickenham Stadium in England's first stadium stair climb to raise over £50,000.





## Becoming Shooting Star Children's Hospices

As a leading children's hospice charity, we want to provide essential support and care to families across London and Surrey. However, through a research project we discovered that not enough people knew who we were or could identify that we were a children's hospice. And this caused a problem. If families didn't know who we were, they wouldn't be able to benefit from our support and services when they most need it. Moreover, if people didn't know who we were, then they were unlikely to donate or raise money – money that is vital to providing the best care and support to children and young people with life-limiting illnesses, and their families.

So, on 11th February 2019, we changed our name to Shooting Star Children's Hospices. This 'does what it says on the tin' approach will make it easier for us to tell people what we do, and make it easier for families to access the help they so desperately need.

Feedback and surveys are essential information gathering tools. In addition to our brand recognition research, we have used evaluation and feedback to help us refine services and shape communication. We have even introduced a 'Feedback fortnight' to help us better understand families' needs and opinions. We are constantly checking that our services, communication and fundraising activities are the best they can be.





## Stepping up to the challenge

With just 10% of our income coming from government funding and the economic climate continuing to create uncertainty, in 2018/19 we focused on a few key areas to generate income and long-term sustainability.

**Throughout the year we worked with local funders to increase the number of NHS funded nights resulting in a 55% increase on 2017/18.**

**Building on the success of our flagship challenge event, the Sunrise Walk, we will be ready to roll it out to a second location, Guildford, in early 2019/20.**

**We launched England's first stadium stair climb at the iconic Twickenham Stadium raising over £50,000 in the process.**

**Following a period of development, The Care Database is now live with eleven other children's hospices. This will be a sustainable source of income in future years for Shooting Star Children's Hospices.**

**We launched our very first legacy campaign to better promote this often misunderstood way of giving.**

**We opened two new charity shops – one in Battersea and one in Cobham – to raise income and awareness in two of the key areas we work across.**

**We wrote to all the MPs across our catchment area to raise awareness of the lack of government funding children's hospices receive.**



# Our hospices would not exist without you



£191,848 donations in memory of a loved one



£248,971 raised thanks to our regular donors



263 supporters were welcomed to our hospice open days



Over 500 people took on our 2018 Sunrise Walk raising a record-breaking £104,099



Our biggest RideLondon team to date, with 78 riders taking part, raised an amazing £49,782



England's first stadium stair climb saw 327 people take on our epic Stadium Challenge to raise over £50,000



Over 100 companies and 622 local businesses chose to support us raising over £1 million



706 incredible people gave up their time to volunteer at our hospices, in our office and at our events



103 nurseries, schools and colleges fundraised for us raising £76,264



The Shooting Star Ball raised £230,000. Britain's Got Talent finalists performed, including Stavros Flatley who led guests in some Greek dancing.



Gifts in kind from corporate supporters last year totalled £126,000



Nearly 100 supporters raised just over £25,000 by asking for donations in lieu of birthday, wedding and anniversary gifts

Visit [shootingstar.org.uk/get-involved](https://shootingstar.org.uk/get-involved) to find out more about how you can support us.

# Our future plans

## 1 Continue our move to a responsive care model

In the coming year, we will ensure that all families we support become familiar with our new responsive care model and are able to access the care they need.

## 3 Champion and sustain the culture of openness, learning and innovation at all levels within the organisation

We will provide opportunities for our leaders and staff to learn and grow in their work. This will mean they can reach their full potential, and that can only benefit those we support.

## 2 Work collaboratively to achieve national quality standards

We will work hand in hand with our partners to deliver the highest quality care for the children, young people and families we support. This will include palliative and end-of-life care, as well as our transition services.



## 4 Leading change and adding value

We will strive to maximise our resources (money, people and facilities) so that those we support get the best possible care within our budgets. We're looking for a win-win when it comes to managing resources and providing care.

## 5 Enhance care through clinical informatics

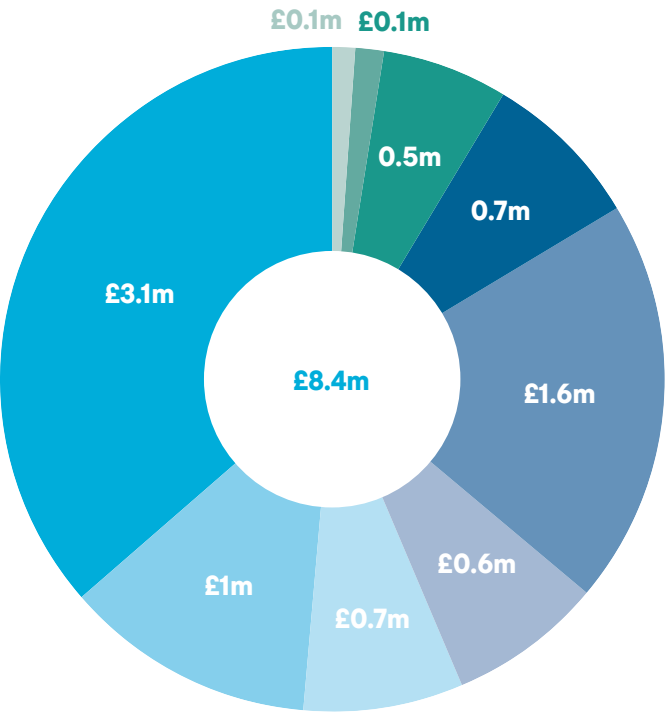
We will continue to use technological solutions to enhance the care we deliver. This will include developing how we use the Care Database and other digital systems.

We will continue to deliver the highest quality care for the children, young people and families we support.





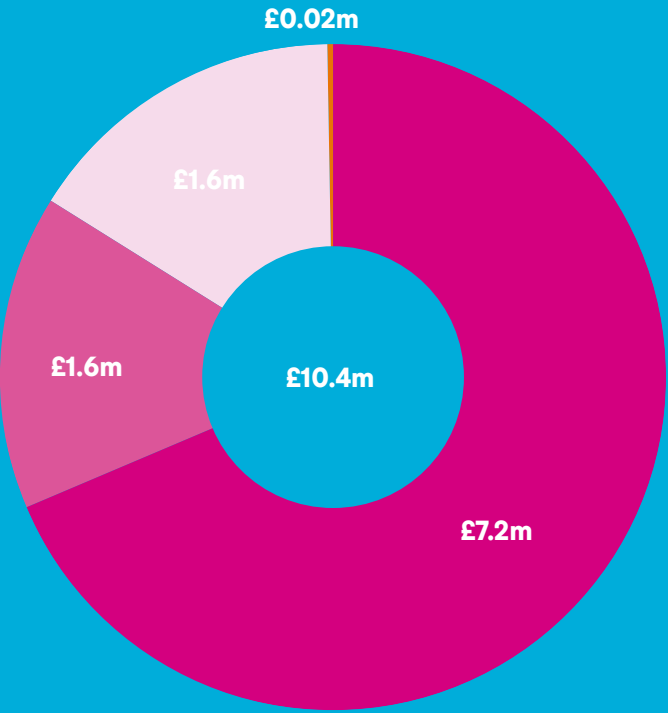
# Income



Donations and gifts	£3,062,609
Fundraising events	£1,024,733
Legacies	£660,528
NHS England grant	£640,107
Retail and other trading income	£1,647,776
Other statutory funding	£659,526
Lottery income	£527,640
Investment income	£117,610
Other income	£93,833

Total income for 2018/19  
£ 8,434,362

# Expenditure



Care costs	£7,167,544
Cost of generating voluntary income	£1,605,690
Cost of trading for generating funds	£1,646,780
Managing investments	£21,909

Total expenditure for 2018/19  
£ 10,441,923

# £5.3m

## Fundraising income

Including donations and gifts, legacies, events and lottery



## Fixed statutory funding

# 6.3 months

## Cash reserves



# £10.4m

## Total costs

The amount we need to raise every year to keep Shooting Star Children's Hospices running and provide a vital care service to families



To all our donors, fundraisers, corporate partners and volunteers – we simply could not maintain our vital care service if it wasn't for you. Quite simply, you ensure our dedicated team can deliver outstanding care to children, young people and families who desperately need our help. We're extremely grateful for your support.

We will never stop needing you, and in the face of the current economic climate, a competitive fundraising environment and a continued lack of statutory funding, we need you now more than ever. Please do continue to support your local children's hospice so we can continue to be there for families facing the unimaginable.

## Thank you



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