



BUTTERWICK HOSPICE

QUALITY ACCOUNT

Registered Charity Number: 1044816

April 2024 to March 2025

Butterwick Hospice
Middlefield Road
Stockton on Tees
TS19 8XN

Butterwick Hospice
Woodhouse Lane
Bishop Auckland
DL14 6JU

Contents

ITEM	PAGE
Butterwick Hospice Mission Statement and Values	3
Chief Executive Officer's Statement	4
Priorities for Improvement	5
Review of Butterwick Hospice Service Areas	7
Funding of Services	14
Fundraising	15
Workforce	16
Quality of Performance and Patient Safety	16
Statement from the Board of Trustees	23
Appendix 1: Mobilisation Plan	Attached
Appendix 2: Audits	Attached
Butterwick Hospice Quality Account Statement From the Integrated Care Board	26

Butterwick Hospice Mission Statement and Values

Mission Statement, Why We Are Here:

- We aim to improve the quality of life for those who have a life limiting illness and their families and to offer positive support for every challenge they may encounter during the illness and to see death as part of life's journey.

In Particular We Will:

- Provide supportive and palliative care for children and adults with life limiting conditions.
- Ensure each person receives care in a homely environment whilst maintaining privacy, dignity and choice.
- Provide holistic, person-centred care by responding to and respecting the patient and family's individual physical, social, cultural, educational, spiritual, and emotional needs throughout the illness and bereavement.
- Acknowledge and respect the way the family care for their relative and endeavour to continue their chosen pattern of care.
- Work together in developing an environment based on support and mutual respect.
- Maintain the high quality of the service through on-going reflection, evaluation, education and development.
- Communicate effectively and efficiently both within the hospice and with external agencies, to ensure continuity of care and promote service development and improvement.

Our Core Values are:

- Care
- Compassion
- Dignity
- Support
- Community

To be successful we need to live by our core values, and embed them into our services – making them clear and translated into operating principles so that everyone understands them:

- We treat people how we want to be treated.
- We treat each other with dignity and respect
- We recognise that everyone's contribution counts.
- We share knowledge, accept challenges, and recognise achievements.
- We communicate openly and honestly in a professional manner.
- We have a positive attitude and embrace change.
- We encourage, support, and care about each other.
- We respond to all issues affecting the Charity, staff members, and volunteers in a fair, transparent, and professional manner, involving all parties, with the objective of resolving identified problems and conflict in a timely and efficient manner.

Chief Executive Officer's Statement

It gives me great pleasure to present the Quality Account for Butterwick Hospice (Stockton and Bishop Auckland) for 2024-2025.

Butterwick Hospice welcomes the opportunity to promote the services that we provide for our patients, families and carers.

We also welcome the opportunity to demonstrate to our key stakeholders that we continue to be committed to provide a high standard of care.

This report is for our patients, their families and friends, and the local NHS organisations who contribute towards our funding. The majority of the finance required to pay for the services we provide is raised through fundraising, legacies and our retail shops.

The patient, both adult or child, is at the heart of all Butterwick Hospice services, and we continue to strive to provide quality care.

During 2024-2025 we continued to deliver a range of services across our two sites, with steady growth across our Day Services, and highly valued support being provided to children and their families by Butterwick House, our Children's Inpatient Unit (CIPU). Our Family Support Service continued to work at full capacity, and our Home Care Service saw increased take up.

In 2024-2025 a major focus was placed on achieving the full opening of the Adult Inpatient Unit (AIPU) and the removal of the remaining conditions on patient numbers and complexity. I am delighted to be able to report that following an unannounced inspection in May 2024 the CQC issued a revised rating for the AIPU of Good across all domains, with an overall rating of Good. In July 2024 they also removed the final remaining conditions on patient numbers and complexity from both the AIPU and CIPU. This allowed us to increase patient numbers in AIPU to four from July 2024, and eight from November 2024; and to six children and young people in CIPU.

The continued collaboration with North Tees and Hartlepool NHS FT, reported on in our previous Quality Accounts, was instrumental in allowing us to achieve this major goal. We are proud of this partnership working, and the seamless pathway of care for those requiring ongoing palliative and / or end of life care we have created. Fully reopening the AIPU is the culmination of a number of years of hard work and I would therefore like to thank my colleagues, both in Butterwick and the Trust, for the support and expertise that has made this possible.

Our next priority is to ensure that as many as possible have the opportunity to benefit from hospice care and we are actively engaging with our NHS Integrated Care Board, Local Medical Committees and GP Practices to promote our services and attract referrals.

Together with the Board of Trustees, I would like to take the opportunity to thank all of our staff and volunteers for their hard work, commitment and support.

To the best of my knowledge, the information reported in the Quality Account is accurate and a fair representation of the quality of care services that are provided.

Edward Gorringe
Chief Executive Officer

Priorities for Improvement

Butterwick Hospice continues to aspire to provide high quality care to all of our patients and service users, provided by nursing, allied health professionals, complementary therapists, and counsellors.

We aim to do this by the development of a transparent and supportive culture, that understands the importance of learning lessons, and fully embraces and takes our duty of candour very seriously.

Butterwick Hospice had a Care Quality Commission (CQC) inspection in April / May 2024.

The outcome of inspections is as follows:

Service	CQC Inspection Date and Rating
Adult Inpatient Unit (Stockton)	Assessment meeting: 29 th April 2024 Inspection: 21 st and 22 nd May 2024 Rating: Good
Butterwick House Children's Inpatient Unit (Stockton)	2 nd and 3 rd August 2022 Rating: Good
Hospice at Bishop Auckland	1 st and 2 nd February 2022 Rating: Inadequate

The priorities for 2024-2025 have been to continue to focus and build on the service improvements required to maintain the standards required by CQC. Butterwick Hospice acknowledges that it is responsible and accountable for the standards of care that it provides. Butterwick Hospice recognises that we must continue to develop and implement systems and processes to review, monitor, report, and take action in response to all clinical issues and concerns. To this aim we must embed and sustain a quality and service improvement culture, and as such we aspire to reduce risk, prevent harm, and promote safety as the foundation for providing and meeting the requirements of the 5 CQC domains:

- **Safe:** our patients must be cared for within services that are well managed to protect them from avoidable harm.
- **Effective:** our patients need to be confident that care that is provided meets their individual needs, and will be underpinned by evidence based and best practice guidelines.
- **Caring:** our patients need to know that they will be treated with compassion, dignity, and respect.
- **Responsive:** our patients need to know that we will provide care tailored to their specific needs as we recognise our role in supporting them to make every moment count.
- **Well-led:** we recognise that this domain is critical to continue to develop and strengthen processes that evidence a commitment to continuous service improvement.

The Mobilisation Plan (appendix 1) provides the detail of the areas that have been focused on during 2024-2025. Some of the actions have been mirrored within the Children's Inpatient Unit, and the Mobilisation Plan for the Children's Inpatient Unit is being developed.

The Key Priorities Have Been:

- To continue to work in partnership and collaboration with the CQC and North Tees and Hartlepool Hospitals NHS FT to enable Butterwick Hospice to fully occupy all 8 of the beds in the adult inpatient unit. The CQC lifted all conditions from the adult inpatient unit in July 2024.
- To identify areas that require improvement across all service areas and to develop and implement a plan that prioritises key areas. As CQC lifted all conditions from the children's inpatient unit in July 2024, focus will be on continuing to develop this service.
- For the senior leadership team and board of trustees to continue to recognise that Butterwick Hospice is on a journey, and that although we have come a long way, there is still much to be done. The aim must be to embed and sustain as opposed to implementing a quick fix approach.
- For staff to feel supported through the senior leadership team and the board demonstrating visible leadership commitment.
- To ensure that barriers to staff involvement, engagement, and buy in with service improvement are overcome.
- To share the vision for continuous quality improvement with managers and front-line staff – and to empower and enable them to be a part of our journey.
- To enable managers and staff to own the service improvements required without making them feel undervalued.
- To involve people who use our services to contribute to the work required.
- To continue to grow and develop the services provided through the Day Hospices – including: meaningful groups for patients; introduction of a therapy assistant role; review referral pathways into the service to build wider links with the community and increase new patient referrals.

What Will We Do to Achieve This:

- Build on the work completed with North Tees and Hartlepool Hospitals NHS Foundation Trust (NT&H NHS FT).
- Build on the work completed through the Moving to Good Committee. This will involve application of a more systematic and structured approach to identifying priorities to improving quality, safety, and value within the Hospice.
- We will explore how we can free up capacity within the Hospice to enable staff to lead and champion identified projects, and allow senior leaders to be more strategic in strengthening the model for continuous quality improvement.
- Strengthen leadership (clinical and non-clinical) through access to learning and development.
- Measure the effectiveness of the care that is delivered through outcome monitoring.

How Will We Measure Achievement:

- Robust audit programme and quality improvement tools that will provide evidence of assurance in relation to all CQC requirements.
- Development and implementation of a training strategy that will result in staff having the skills and competences to be able to deliver the required high quality care to our patients.
- Development and implementation of a new Strategic Plan, that leads to the development of key strategies across the organisation.
- Development and implementation of a clinical strategy that outlines the framework for registered nurses and healthcare assistants to be competent and confident in their roles within palliative and end of life care.
- Inspection by CQC would rate Butterwick Hospice as a minimum of good across all areas.

Review of Butterwick Hospice Service Areas

During 2024-2025 Butterwick Hospice had 5 key clinical services:

- Adult Inpatient Unit (Stockton)
- Butterwick House Children's Inpatient Unit (Stockton)
- Day Service (Stockton and Bishop Auckland)
- Home Care Service (Bishop Auckland)
- Family Support (Stockton and Bishop Auckland)

Adult Inpatient Unit (AIPU):

The Adult Inpatient Unit is an 8-bed unit, 6 of which have ensuite facilities, and 2 rooms have a shared bathroom close by.

Butterwick Hospice at Stockton aims to provide specialist palliative and end of life care primarily for adult patients living in the Stockton Borough Council geographical area, and also those people living within the Tees Valley areas.

At the beginning of 2024-2025, due to the conditions imposed following the CQC inspections, Butterwick Hospice was only able to admit 2 patients, who were stable, for end of life care. The patients also had to be known to the provider or to North Tees and Hartlepool NHS Foundation Trust (NT&H NHS FT) – with which Butterwick Hospice had established a good collaborative relationship.

Following an unannounced inspection by the Care Quality Commission in May 2024, the Adult Inpatient Unit was rated as good across all domains, and as a result of this all conditions were lifted.

This meant that Butterwick Hospice could proactively work towards opening all 8 beds.

To ensure that the service remained safe, effective, caring, and responsive, a Mobilisation Plan (appendix 1) was developed and implemented. This enabled the expansion from 2 non-complex end of life patients to a fully operational 8 bed specialist palliative care unit.

From July 2024, 4 beds were open for end of life patients from North Tees Hospital.

From October 2024, the admission criteria expanded to include patients who required symptom control, and patients from any setting – community or hospital.

From November 2024, all 8 beds were open for admissions for patients who required specialist, and often complex, palliative care.

AIPU has successfully admitted and supported:

- Patients with complex pain that required significant titration of medications.
- Patients with significant complex wounds.
- Patients with active seizures – who required 3 or more syringe drivers.
- Patients with a history of substance misuse requiring management of methadone in addition to disease related pain management.
- Patients with complex social dynamics – including a patient of no fixed abode.
- Patients requiring complex IV therapies.

Through a Service Level Agreement with NT&H NHS FT, the AIPU is staffed by registered nurses and healthcare assistants seconded from ward 38, on a rolling 3 month rotation. Clinical Nurse Specialists and consultants provide clinical cover, and there is support from physiotherapy, occupational therapy, and chaplaincy as required.

AIPU receives support from other Butterwick Hospice services: Family Support; physiotherapy; and complementary therapy.

Out of hours, the AIPU is supported by the Urgent Care Centre, Community Care Practitioners, and the Palliative Care Consultant. There is also a Manager and Senior Manager on call for Butterwick Hospice.

Staffing is constantly reviewed to ensure that it is safe and meets the needs of the patients. A band 6 / sister post has recently been recruited to, and the recruitment of an additional health care assistant for the day shift is being progressed.

While much of the care provided to patients is by nurses, it is considered that this is a collaborative model of care, as opposed to a nursing or medical model of care.

The Objectives Are:

- To provide a 24 hour, 7 days a week inpatient service.
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of patients and, as relevant, their carers and relatives.
- To provide nursing care, counselling, advice, complementary therapies, and bereavement support to patients, their carers and relatives.
- In all cases to ensure patients, their carers, and relatives are supported by a team of skilled and appropriately trained staff and volunteers.

Activity During 2024-2025:

- 112 admissions.
- 93 admissions for end of life care.
- 19 admissions for symptom management.
- 107 deaths (preferred place of care).
- 5 discharges (3 patients who had been on the care of the dying person document but recovered and were able to be discharged, and 2 patients who had been admitted for symptom management but who had deteriorated, but then were stabilised successfully and were well enough to be discharged).
- Average length of stay for end of life care was 7.5 days.
- Average length of stay for symptom management was 21 days.
- The majority of symptom management patients deteriorated over the course of their stay, and chose to remain in Butterwick Hospice for end of life care.
- Average bed occupancy was 55%.

Patient Demographics:

- Patient age range was from 32yrs to 98yrs old – with the majority being in their 70s or 80s:
 - 30s: 0.9%
 - 40s: 3.6%
 - 50s: 5.4%
 - 60s: 13.4%
 - 70s: 31.4%
 - 80s: 31.4%
 - 90s: 13.9%
- Cancer diagnosis: 61%
- Other life limiting condition: 39%
- Majority of the patients had a Stockton post code, however, patients were also admitted from:
 - Hartlepool
 - Middlesbrough
 - Billingham

- Yarm
- Wingate
- Darlington

In addition to the 112 patients admitted to AIPU, a further 183 patients were referred to the Specialist Palliative Care Team to assess for potential admission to the AIPU:

- 49% declined admission as their preferred place of death was elsewhere.
- 17.5% died before transfer or were too unstable to transfer. (Transfer is usually within 2 hours.)
- 15% did not have palliative symptom management or end of life care needs on assessment.
- 5% were unable to be admitted due to lack of an available bed.
- 0.5% admission prevented due to a delay in home-oxygen delivery.
- 0.5% (1 patient) unable to be admitted on a Friday afternoon because they had a complex, non-palliative device that was under the care of Newcastle Hospital, and there was insufficient time to obtain the required training for staff prior to the admission. (The patient died within 48 hours.)
- 4.5% were considered to be too complex for admission. NB: these instances were prior to the lifting of the CQC conditions.
- 9% were missed opportunities – these are being reviewed to establish the reason.

Future Objectives Are:

- To consistently achieve an occupancy of >80%.
- To widen referral sources by working with the ICB, LMC, and GP Practices.
- To continue to use the Mobilisation Plan to enable the AIPU to continue to evolve to ensure that the palliative care needs of the community can be met and exceeded.

Children's Inpatient Unit (CIPU):

The Children's Inpatient Unit is a 6-bed unit – 4 rooms for children 0-17 years and 2 rooms for young people 18-25 years.

Butterwick House Children's Hospice at Stockton aims to provide specialist palliative and end of life care for infants, children, and young people with life-limiting conditions. It is a holistic service providing physical, emotional, and spiritual care to the whole family throughout their journey.

The Objectives Are:

- To provide a 24 hour, 7 days a week in-patient service.
- To provide short term respite care.
- To provide emergency and end of life care.
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of the children, and their families as a whole.
- To provide nursing care, counselling, advice, complementary therapies, and bereavement support to the children, their families, and carers.
- In all cases to ensure the children, their carers, and relatives are supported by a team of skilled and appropriately trained staff.

Following CQC imposed conditions, Butterwick Hospice was able to admit 2 patients, who were stable, for respite care. The patients also had to be known to the provider.

An application to vary the conditions was submitted to CQC in March 2022. The Notice of Decision came into effect on 8th September 2022. This change allowed Butterwick Hospice to

increase admissions from 2 children to 4 children at any one time – and one of the children could be a new referral, and not previously known to the provider.

In July 2024, CQC lifted all conditions from Butterwick House Children's Inpatient Unit.

Activity During 2024-2025:

- We had **19** children / young people on our caseload.
- **14** children / young people were admitted to the in-patient unit for respite care.
- **0** were admitted for end-of-life care.
- **0** were admitted for symptom control.
- There were **364** episodes of care/admissions.
- There was a total of **123** admissions.

5 children/young persons on the caseload have not attended as they are new referrals and are awaiting their first respite stay.

Future Objectives Are:

- To consistently achieve an occupancy of >80%.
- To increase the caseload of children and young people.
- To develop and implement a Mobilisation Plan to enable the CIPU to continue to evolve to ensure that the respite and palliative care needs of the community can be met and exceeded. A critical component of this will be the successful recruitment of registered nurses.

Day Service – Stockton:

The Day Services are delivered on an appointment basis with care, complementary therapist, and physiotherapy input as required. Services are delivered from appropriately and attractively furnished rooms.

According to their needs, people are offered one-to-one appointments for Complementary Therapy or Physiotherapy, or to participate in a wellbeing group session.

The Objectives Are:

- To provide a day hospice service three days each week (Monday, Wednesday and Friday).
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of patients and, as relevant, their carers and relatives.
- To provide care, counselling, advice, complementary therapies, and bereavement support to patients, their carers and relatives.
- In all cases to ensure patients, their carers, and relatives are supported by a team of skilled and appropriately trained staff and volunteers.

Activity During 2024-2025:

- **554** patients attended the service.
- There were **1122** episodes of care.
- There were **80** physiotherapy treatments provided.
- There were **468** complementary therapy treatments provided.
- There were **399** episodes of wellbeing group attendance.

Day Service – Bishop Auckland:

The Day Services are delivered on an appointment basis with care, complementary therapist, and physiotherapy input as required. Services are delivered from appropriately and attractively furnished rooms, which were significantly refreshed and refurbished through a collaborative project with Trades4Care.

According to their needs, people are offered one-to-one appointments for Complementary Therapy or Physiotherapy, or to participate in a wellbeing group session.

Following consultation with CQC, Butterwick Hospice applied for the Day Service to be de-regulated, and this came into effect in August 2024.

The Objectives Are:

- To provide a day hospice service three days each week (Tuesday, Wednesday, and Thursday).
- To provide holistic multidisciplinary care, that meets the physical, emotional, spiritual and social needs of patients and, as relevant, their carers and relatives.
- To provide care, counselling, advice, complementary therapies, physiotherapy, and bereavement support to patients, their carers and relatives.
- In all cases to ensure patients, their carers, and relatives are supported by a team of skilled and appropriately trained staff.

Activity During 2024-2025:

- **524** patients attended the service.
- There were **1273** episodes of care.
- There were **260** physiotherapy treatments provided.
- There were **621** complementary therapy treatments provided.
- There were **315** episodes of wellbeing group attendance.

Future Objectives Are:

- Develop and implement a wider variety of wellbeing / enablement groups.
- Continue to offer group well-being sessions in addition to complementary therapy and physiotherapy sessions.
- Continue with the telephone assessment as this will enable patients to be seen based on needs. Priority will be given to patients who are considered to be palliative as opposed to curative.
- Continue to promote the day hospice with key stakeholders – for example: Macmillan; Join the Dots; Palliative Care NTH; MS Society.
- Involve the community – for example, volunteers supporting some of the arts and crafts group.
- Work with other charities with similar goals to provide joined up care.

Home Care Service:

The Service is for the provision of social, cultural, and personal care for adults who have a life limiting illness. This is a “sitting service” for people who are nearing the end of life and who wish to be cared for at home. The service is operational 7 days per week, and is provided by Home Care Assistants within the person’s own home, and the focus is on providing support for the patient and respite for their family/carer.

Following consultation with CQC, Butterwick Hospice applied for the Home Care Service to be de-regulated for the treatment of disease, disorder, or injury, and diagnostic and screening

procedures, and this came into effect in August 2024. The Home Care Service remains a CQC regulated service to provide personal care.

The Objectives Are:

- To provide social and practical support for the patient, and their family.
- To provide care that will maintain the patient's dignity and support a sense of wellbeing.
- To provide support for their family/carers as they are able to sleep, or go out, knowing that the patient is being well looked after.

Activity During 2024-2025:

- **24** patients were supported by the service in their own home.
- There were **328** episodes of care.
- There were **2952** hours of care provided.

Future Objectives Are:

- To continue to review and refresh the recovery plan to ensure that all possible is being done to increase the caseload.
- To review all current post code areas to ensure that all permitted areas are covered by the service.
- To widen referral sources by working with discharge co-ordinators, district nursing teams, and the ICB.

Family Support – Stockton:

The service offers counselling and emotional support to our patients, their families and carers, at all stages of their health journey as well as post-bereavement. The service also offers 1-1 counselling to adults in our community who have no connection to the hospice, and have a diagnosis of a life limiting illness.

Bereavement counselling is available for adults and children aged 6+, following the loss of a loved one, due to a life limiting illness. The service also offers two adult bereavement groups, one supporting those bereaved less than 10 months, and one supporting those bereaved more than 10 months.

The team consists of qualified and experienced counsellors, supported by a group of dedicated family support volunteers. The service also supports the supervised training practice of student counsellors, enrolled at university, and working towards their qualified status.

Appointments take place on a face-to-face basis, with the option for telephone or online counselling if this is more appropriate.

The Objectives Are:

- To provide a counselling and bereavement support service 5 days each week (Monday – Friday).
- To provide professional yet compassionate support, to improve emotional wellbeing when living with or bereaved by a life limiting illness.
- To provide a confidential space where people feel safe to voice their thoughts and feelings.

- To provide support at the point it is needed, at any stage of a person's health journey, helping them adjust to living with an illness, and considering the impact of this on their life, both now and in the future.
- To provide bereavement support to adults and children, following the loss of a loved one from a life limiting illness.

Activity During 2024-2025:

- **581** clients attended the service: **519** were adults and **62** were children.
- **1152** episodes of support.
- **1068** 1-1 counselling sessions were provided: **939** were adults and **129** were children.
- **84** episodes of adult bereavement group sessions were attended.

Family Support – Bishop Auckland:

The service offers counselling and emotional support to our patients, their families and carers, at all stages of their health journey as well as post-bereavement. The service also offers 1-1 counselling to adults in our community who have no connection to the hospice, and have a diagnosis of a life limiting illness.

Bereavement counselling is available for adults and children aged 6+, following the loss of a loved one, due to a life limiting illness. The service also offers two adult bereavement groups, one supporting those bereaved less than 10 months, and one supporting those bereaved more than 10 months.

The team consists of qualified and experienced counsellors, supported by a group of dedicated family support volunteers. The service also supports the supervised training practice of student counsellors, enrolled at university, and working towards their qualified status.

Appointments take place on a face-to-face basis, with the option for telephone or online counselling if this is more appropriate.

The Objectives Are:

- To provide a counselling and bereavement support service 3 days each week (Tuesday / Wednesday / Thursday).
- To provide professional yet compassionate support, to improve emotional wellbeing when living with or bereaved by a life limiting illness.
- To provide a confidential space where people feel safe to voice their thoughts and feelings.
- To provide support at the point it is needed, at any stage of a person's health journey, helping them adjust to living with an illness, and considering the impact of this on their life, both now and in the future.
- To provide bereavement support to adults and children, following the loss of a loved one from a life limiting illness.

Activity During 2024-2025:

- **561** clients attended the service: **504** were adults and **57** were children.
- **1153** episodes of support.
- **1090** 1-1 counselling sessions were provided: **981** were adults and **109** were children.
- **63** episodes of adult bereavement group sessions were attended.

Bereavement Group Support:

The bereavement social groups at Stockton and Bishop Auckland enjoy meeting up every month. The group members enjoy the conversation and refreshments in the safety and comfort of Butterwick Hospice, which is so reassuring for them as they adjust to living without their significant other. The group discusses a diverse range of issues including, but not exclusive to, their experience of living while grieving. Two therapeutic counsellors facilitate this group, offering empathic support, and assisting with the flow of conversation, and ensuring that everyone feels included.

Feedback from this group:

- "Lifesaving – forever thankful."
- "I have made some amazing friends."
- "A chance to meet people in the same position as me and chat."
- "Enjoyed being here – it's a chance to relax and hear other people's views."
- "I enjoy the interaction with everybody. I want to continue to talk about how I am feeling."
- "Being able to smile and laugh."
- "Other people feel the same – it's not just me."
- "Wonderful discussion time with the opportunity to look at death's impact."

Bereavement Follow Up Service:

Butterwick Hospice provides a follow up bereavement support service to the families of patients who have died while accessing one of the clinical services.

A condolence card and letter is sent to bereaved families within the first 2 weeks following the death of the patient. The family is contacted again between 8 to 10 weeks later.

Families are informed that support can be provided, should they require it.

Between April 2024 and March 2025, follow up support was offered to 108 families.

The Family Support team have experienced significant challenges during 2024-2025 with some staff absence due to serious illness.

Funding of Services

In 2024-2025 Butterwick Hospice received the following grants for our core funding:

- | | |
|--|-----------------|
| ▪ Bishop Auckland Services funding from Co Durham ICB: | £550,525 |
| ▪ Stockton Adult Services funding from Tees Valley ICB: | £493,585 |
| ▪ Stockton Children's Services funding from NHS England: | £304,000 |

Total: £1,348,110

This total core funding represented **28%** of our full group costs, i.e. charity and trading subsidiaries of retail and lottery.

2024-2025 Expenditure:

Department	Expenditure
Charity:	£3,755,027
Retail:	£868,162
Lottery:	£119,363
Trust:	£56,476
Total:	£4,799,027

In 2025-2026 funding for our clinical services is as follows:

- | | |
|--|-------------------|
| ▪ Bishop Auckland Services funding from Co Durham ICB: | £562,361 |
| ▪ Stockton Adult Services funding from Tees Valley ICB: | £1,322,493 |
| ▪ Stockton Children's Services funding from NHS England: | £312,000 |

Total: £2,196,854

Therefore, the total core grant funding against group costs is estimated to have increased from **28%** (2024-2025) to **43%** (2025-2026). See details below:

2025-2026 Expenditure (Predicted):

Department	Expenditure
Charity:	£4,125,916
Retail:	£789,682
Lottery:	£135,076
Trust:	£56,539
Total	£5,107,213 43%

Fundraising

Despite economic challenges, Butterwick Hospice successfully raised £1,054,637 in fundraising income during 2024-2025, thanks to generous legacies, successful trust and grant applications, and the unwavering support of our community. While the increased cost of living continues to shape donation patterns, heartfelt contributions including 'In Memory Of' tributes, regular giving, and general donations, have played a crucial role in sustaining our services.

Over the past year, we have introduced fundraising events designed to ignite community spirit and foster meaningful engagement between individuals, families, and corporate supporters. These initiatives directly support our palliative care services, ensuring we can continue to provide compassionate support to those who need it most.

Butterwick Hospice is committed to building lasting relationships with the business sector, and our corporate partnership lunches have proven to be a fantastic platform for business owners and directors to learn about our work. These gatherings inspire companies to become corporate partners, committing to annual financial contributions that help sustain our vital services.

The 40th Anniversary Ball held in November 2024 united our community and corporate partners for a night of festivity and reflection, reinforcing the collective impact of our supporters. Building on that success, our Easter Wonderland Extravaganza in April 2025 delighted children and parents creating a magical experience while raising substantial funds and awareness for Butterwick Hospice.

In June 2024 we hosted our exciting annual corporate karting challenge with 20 companies entering a team to try and win the Butterwick Cup. This event will be repeated in 2025. In September 2025 we will join those companies who have entered our charity golf day since 2009, reinforcing corporate relationships and raising funds for the charity and in November 2025 we will be hosting a glamorous, community gala.

We continue to strengthen community engagement through targeted social media campaigns, highlighting key income streams such as regular giving, general donations, community driven fundraising, third-party support, and 'In Memory Of' contributions.

Our corporate fundraising efforts remain a cornerstone of our financial strategy, forging stronger ties with businesses and ensuring sustained annual support. With each passing year, Butterwick Hospice expands its reach, deepens its impact, and strengthens its relationships within the community. Together, we continue to make a profound difference in the lives of those who rely on our care.

Workforce

During 2024-2025, Butterwick Hospice had a workforce of **102** employees – which equated to **74.9** FTE staff.

Staff turnover during 2024-2025 was **26.47%**, with an absence rate of **4.67%**.

Statutory training during 2024-2025 was **95%** compliance for non-clinical staff; and **99%** compliance for clinical staff. A plan is in place so that staff receive statutory and essential training for their roles, to ensure that they have the required skills and competences.

Butterwick Hospice recognises that all our staff (permanent, bank, and volunteers) are our most valuable asset, and as such we recognise the importance of continuing to develop our staff through learning and development opportunities. Our aim is to also increase the number of volunteers as these contribute significantly to the care and services that are provided to our patients.

Better Health at Work Award:

The Better Health at Work Award is a partnership programme between 12 North East Local Authorities and local health providers. It recognises the efforts of employers in addressing health issues within the work place by providing increased access to health information. Butterwick Hospice recognises that its staff are a very valuable asset, and has achieved the Better Health at Work Award Bronze Level. It has been agreed that Butterwick Hospice should continue to support staff to be the best that they can be and is aiming to complete the Better Health at Work Award Silver Level during 2026.

Quality of Performance and Patient Safety

Care Quality Commission (CQC):

There has been one CQC engagement meeting in April 2024, followed by an unannounced inspection on 21st and 22nd May. The focus of the discussion in April 2024 was:

- Staffing
- Activity
- Current risks and concerns
- Regional activity with hospices in the area and North Tees NHS Trust
- Discussion with regards to the applications submitted:
 - December 2023: Application to remove conditions from Butterwick Hospice Stockton.
 - January 2024: Application for the submission for Butterwick Hospice Stockton to be considered as priority 1.
 - November 2023: Application to remove the registration from Butterwick Hospice Bishop Auckland.
 - November 2023: Application to change the regulated activity of the Home Care Service (Butterwick Hospice Bishop Auckland) to personal care.

Due to challenges with systems, the CQC Inspection Report was not received until December 2024, and then published in January 2025.

CQC stated that “We found the service had made significant improvements since our last inspection. For example, they now ensured systems were in place to assess, monitor and mitigate the risks relating to the health, safety and welfare of service users.

Improvement in overall governance was noted, including ratified policies and procedures, referenced to current best practice. We saw effective partnership working with the local NHS trust, with formal service level agreements now in place. We saw that patients felt supported by staff and involved them in their care and treatment. Managers supported staff and appropriate processes were in place to ensure they had oversight of the service. We rated this service as good overall.”

Following the unannounced inspection by the Care Quality Commission in May 2024, the Adult Inpatient Unit was rated as good across all domains. However, before the inspection report was received, Butterwick Hospice was notified that all conditions that had been in place were being lifted from the Adult Inpatient Unit and the Children’s Inpatient Unit from July 2024. This meant that there were no restrictions on the number of patients that could be admitted or the complexity of care that could be provided.

Audit Data:

During 2024-2025, Butterwick Hospice continued to review the audits that were being undertaken within each service area. Audit tools have been standardised across service areas, and results are reported through the Senior Leadership Team and the Quality, Safety, and Risk Committee (a sub-committee of the Board). A sample of the monthly audit report is included as appendix 2.

Audits Undertaken Are:

AIPU and CIPU:

- Medication (general)
- Medication (CDs)
- Medication (management)
- Clinic Room (including fridge and room temperature monitoring)
- Professional Registration (Nursing and Midwifery Council)
- Care Plan
- Safe Staffing
- Safe Environment
- IPC including Uniform and Hand Hygiene
- Mattress

Day Hospice:

- Record Keeping and Documentation
- Safe Environment
- Uniform and Hand Hygiene
- Professional Registration (Therapists)

Home Care Service:

- Record Keeping and Documentation

Family Support:

- Record Keeping and Documentation
- Safe Environment
- Professional Registration (Counsellors)

Audit outcomes are recorded in line with CQC ratings:

- Outstanding: >87%
- Good: 63% to 87%
- Requires Improvement: 39% to 62%
- Inadequate: 25% to 38%

Infection, Prevention, and Control:

During 2024-2025, Butterwick had:

- Clostridium difficile: **0**
- MRSA: **0**
- Norovirus: **0**

An Infection, Prevention, and Control Audit was undertaken in November 2024, through an SLA with NT&H NHS FT. The overall scores were:

Service Area	November 2024	October 2023
Adult Services (Stockton)	97%	100%
Children's Inpatient Unit	100%	100%
Bishop Auckland	100%	100%
Overall Compliance	99%	100%

Julie Dunn (Infection Prevention Matron, NT&H NHS FT) stated that: "It is really pleasing to report that infection prevention and control practice throughout the hospice continues to be maintained year on year to an exceptionally high standard. Full compliance was noted with all but one audited standard across both sites. This level of sustained compliance is excellent progress and demonstrates how seriously infection prevention and control is considered within the hospice, with achievable action plans taken forwards and discussed at a high level with senior hospice staff".

Incidents:

During 2024-2025, Butterwick had **111** incidents within clinical and non-clinical services. Of these:

- Low harm: **49**
 - Moderate harm: **57**
 - High harm: **5** (no harm to patients or staff)
-
- Adult IPU: **78**
 - Children's IPU: **12**
 - Day Service: **9**
 - Family Support: **0**
 - Home Care Service: **2**
 - Non-Clinical Services: **10**

Controlled Drugs:

- The Director of Care is the Controlled Drugs Accountable Officer and attends the local Controlled Drugs Local Intelligence Network (CDLin).
- In 2024-2025, Butterwick Hospice had 10 controlled drug incidents. None of these reached the patient or caused harm and mainly involved: recording; prescribing; dispensing.

Medication Events:

In 2024-2025, Butterwick Hospice had 19 other medication events, but none caused harm and majority did not reach the patient.

All medication incidents are reviewed at the Quality, Safety, and Risk Committee, and are closed.

Pressure Damage:

During 2024-2025, Butterwick Hospice had 32 patients who had pressure damage or moisture lesions. Apart from 6, these were all identified on admission to the hospice. All of these patients were more susceptible to have compromised skin integrity due to the fact that they were seriously ill.

Butterwick Hospice captures lessons learnt from all incidents – and an incident is not closed until this has been recorded.

Lessons learnt are noted at the monthly Senior Leadership Team meeting and then shared with all managers across all service areas. Managers share the lessons learnt with their teams, and ensure that these are then filed so enable access by all staff.

Health and Safety RIDDOR Reportable:

There have been no serious untoward incidents or RIDDOR reportable incidents during 2024-2025.

Information Governance:

There were no data breaches during 2024-2025.

The Senior Information Risk Owner (SIRO) is responsible for completing the DSP Toolkit that sets out the National Data Guardian's data security standards. By completing the self-assessment, the SIRO assesses whether Butterwick Hospice can provide evidence that demonstrates that we can meet the standards.

Complaints and Concerns:

- Number of complaints / concerns 2024-2025: **1**

It is critical that the organisation listens and learns from any complaints or concerns that are raised, as this enables us to make any improvements that are required.

All complaints and concerns are managed in line with policy. This complaint was resolved and closed. Complaints are also discussed at the Senior Leadership Team meeting and the Quality, Safety, and Risk Committee to ensure that any learning is implemented.

Safeguarding:

During 2024-2025, Butterwick Hospice continued to focus on ensuring that clinical staff received safeguarding training at the appropriate level (in line with policy and intercollegiate guidance). 100% compliance has been achieved. There has been a focus on ensuring that non-clinical staff and volunteers also complete the appropriate level of safeguarding training.

Butterwick Hospice encourages all staff, patients, families, and visitors to raise any safeguarding concerns they may have, and safeguarding posters are prominently displayed around the organisation with details of who to contact if there are any concerns.

An on-call manager and senior manager rota is produced every month to ensure that staff have access to support, and can raise concerns, 24/7 and 365d/year.

During 2024-2025: 6 safeguarding alerts were made to the Safeguarding Team. These were also notified to CQC. Four of these alerts were made for concerns originating outside of Butterwick Hospice.

Freedom to Speak Up Guardian:

During 2023 a Freedom to Speak Up Guardian (FTSUG) was recruited and appointed. This supports staff to speak up when they feel that they are unable to do so by other routes. The FTSUG ensures that people who speak up are thanked, that the issues they raise are responded to, and they ensure that the person who speaks up receives feedback on the actions taken. As part of this initiative, all staff have completed the Freedom to Speak Up Training at the appropriate level for their role.

The FTSUG completes and submits the required reports the National Guardian's Office, and also provides an anonymised overview to the Board of Trustees every 6 months.

Compliments:

Comments received through the patient surveys are positive, and the clinical services are currently trialling QR Code Surveys.

Patient and Families Feedback (Examples):

- "The staff treat me with dignity and respect."
- "We would like to say a huge thank you to everyone. Although Mum was only there a few days she was treated with dignity and respect, love and kindness. These staff looked after her as if she was their own family, and for this we will be eternally grateful. All our thanks and love."
- "Donations in memory of (name), who passed away (date). Thank you so much for your help and the excellent care you gave Mam in her final days."
- "To all the staff at Butterwick Hospice. Thank you for all the care and support showed to our Dad and his family."
- "Thank you for your care and kindness. Love to you all."
- "To all staff. It really meant a lot to [name] family for the care and attention you gave (name) and family in his days with you, nothing was too much. The love and respect you gave us we will cherish xxx."
- "To all staff at the Butterwick. Thank you so very much for your kindness and care given to my sister."
- "To all the inpatient staff who cared for my Dad. Special thanks to (name) who appeared on the (hospital) ward like an angel to give us hope that Dad would finally be cared for with dignity and respect in his final hours. Thanks to all of you my Dad had a very peaceful and dignified ending to his 89 years of life. It was a very special moment to share with him. My family will be forever grateful to the hospice for those final peaceful hours. Thank you, you are all amazing people."
- "Thank you for making a difference!"
- "Thank you so much for all of your care and support, it is much appreciated helping us through this difficult time."
- "Just a note to thank you for all the care you gave to our Mam. We will be forever grateful."

- "To all the staff at the Butterwick Hospice. We cannot thank you enough for all your care and love you provided during (name) time at the hospice. You gave us, as a family, time to make new memories as well as re-living old memories and we will cherish that forever."
- "I just wanted to share some feedback I received from (name) dad this morning when he picked her up. Dad has really struggled over the years getting his head around what happened to (name), and struggles with the fact that she comes to a hospice for respite – purely for the fact it sounds a sad place. This morning he collected her and rang me from the car to say that he walked in and (name) was laughing her head off and having the best time ever. He said that there was rave/techno music on loud and the staff were laughing, dancing, and joking, and that all of the kids were so happy to be there. This is absolutely brilliant for her dad to see and exactly what we want as parents – our kids experiencing joy and happiness, and being part of an uplifting shift. I just wanted to let you and your team know that you all do a fantastic job, and we appreciate you all so much."
- "Hello, I just wanted to say thank you so much for allowing (name) to stay over last night and making both (name) and (name) feel welcome. (Name) had a lovely time – she keeps laughing when I talk to her about it xx."
- "Relaxation has been fantastic and a great benefit to my mental health. Reflexology has helped my headaches so much. I would love to continue with the relaxation. I will try to continue this at home."
- "I cannot thank the staff enough, they have all been lovely and (name) has made a good change in my movements and wellbeing."
- "Relaxation, time for myself as I work full time. Enjoy the hospice atmosphere. Enjoyed the peace."
- "(Name) was great, felt like I'd left the world outside, and was able to find peace from the madness."
- "Time to escape from what's going on with my health. Being able to relax."
- "I feel the treatments have a knock on effect in helping me sleep better. I feel that Butterwick is supporting me all round at the moment, and benefiting from the social group."
- "It has been something to look forward to that is not chemo or injections, and it has been relaxing and enjoyable."
- "Even though my sores haven't changed I do feel the benefit in coming – I really find relaxation group helpful."
- "It was a pleasure coming to see (name) as she made me feel relaxed and comfortable and I feel much better for coming. I would recommend it to anyone going through treatment it is so comforting."
- "Both physically and mentality my health has improved from these sessions. Thank you."
- "Looked forward to my sessions really felt relaxed, so calm and in a lovely place during my therapy – the experience was amazing."
- "(Name) was so calming and lovely and made me feel relaxed and at ease. The reflexology was amazing. (Name) was knowledgeable about the services she offered and was really good at the treatments."
- "(Name) listened and gave great advice and I looked forward to my sessions."
- "The caring nature and my life easier walking and standing. Helping me to exercise better. Thank you (name)."
- "I have thoroughly enjoyed all my sessions and the benefit to my mobility afterwards has been incredible. Thanks to (name) and (name) who have made me relax more, and their reflexology sessions have given me energy to continue with my day and several days afterwards."
- "Since attending the sessions I have tried to work on having a greater sense of balance in my life. I now practice journaling and gratitude. I am more aware of the importance of taking time for self-care. My husband has health issues too and the sessions have

helped and supported me to cope with this. Time to truly relax and focus on self-care. Time spent with a caring and kind practitioner who is highly skilled. I enjoyed a range of massage, reflexology and reiki. Each session was excellent and after each I felt calmer, more relaxed, and slept better as a result of the outstanding care of the practitioner. I cannot rate (name) highly enough. She made an enormous difference to the quality of my life and sense of wellbeing. My journey of self-care and well-being continues as my blood cancer is incurable, and this impacts on my quality of life."

- "(Name) is simply amazing at what she does."
- "The massage helped with the sputum on my lungs a great deal. And my back and shoulders feel so much better and more relaxed."
- "Therapies really help with pain control."
- "Massage helps massively with pain tension and makes me more relaxed and helps sleep."
- "Treatments are fantastic and relaxation groups benefit me."
- "Lovely and peaceful calming therapies."
- "Our family would like to thank (name) and (name) for their wonderful care of our mother [name] during your night sits. Many thanks to (name) for organising the night sits for us and her lovely friendly manner. We are so grateful."
- "I am a patient of Butterwick Hospice and have been accessing the night sitting service since December 2023. The staff are absolutely marvellous and very professional. My wife, who is not in good health herself, fully echoes my sentiments as the service enables her to get a good night's sleep knowing I am being looked after. We both look forward to the staff coming and have developed a wonderful relationship with them. We will never be able to thank you enough for all you do."
- "I would just like to thank Butterwick for the care they provided. It was a relief to know that my mam was being looked after and I could get some rest. I felt I was getting cared for as well as my mam. The staff were not intrusive and it felt like they were part of the family. I would highly recommend Butterwick which I already have."
- "My family cannot thank Butterwick enough for the professional care they provided to my dad. The staff were not only there to support him, they were also there for my mum, myself and my husband and we will never be able to thank them or the hospice enough for this."
- "Having counselling has allowed myself to answer my thoughts of the future, as there is a reason for life."
- "It helped me massively with my social life, accept dad's death, and hopefully not be so critical of myself."
- "Being able to speak to (name) and explore my thoughts, feelings, and emotions, which helped me to feel more like me."
- "I feel able to be positive about my future."
- "The counsellor I saw was superb."
- "I would like to commend (name) for the way she looked after me. The empathy and compassion were exactly what I needed to feel valued and help me through the darkest time of my life. Brilliant!"
- "I am truly thankful for the support of the wonderful woman who has lifted me up for the past few months."
- "I've struggled for 2 years after my father's passing, and now I feel light at the end of the tunnel thanks to my brilliant counsellor. I am eternally grateful."
- "Excellent – made me feel very comfortable."

Statement from the Board of Trustees

During 2024-2025 all of our services continued to perform well, but a particular highlight was the achievement of two major goals by our Adult Inpatient Unit (AIPU) and Children's Inpatient Unit (CIPU). The revised CQC rating for AIPU, moving from Inadequate to Good, is a tremendous credit to all those who have worked so hard to bring this about. Similarly, the removal of the remaining conditions from both AIPU and CIPU, and the subsequent reopening of all eight beds (AIPU) and six beds (CIPU), marked a huge step forward for the organisation. We are still on a journey, and there will be challenges to face, but nevertheless, these are achievements which should be noted and celebrated.

Our partnership with North Tees and Hartlepool NHS FT has played a key role in bringing about this change and I am delighted to report that it continues to go from strength to strength. Our two teams now work with a common purpose to provide a seamless pathway of care for Tees Valley patients requiring ongoing palliative or end of life care.

I would like to acknowledge the enormous amount of work by both Butterwick staff, and Trust staff, necessary to get us to this point.

The Board of Trustees continue to meet regularly as both a full board and in sub-committees. We acknowledge the key role played by the board in the governance of the organisation and the responsibilities inherent in our role as Charity Trustees. As Butterwick develops we intend to increase the number of trustees to enhance both capacity and the range of skills and backgrounds represented.

Butterwick Hospice would not be able to operate without the dedicated service of our staff and volunteers, and, on behalf of the Board, I would like to express our gratitude and appreciation for their ongoing hard work. It has been very pleasing to see the improvements made in so many areas of our organisation over the past twelve months, proof of the commitment and passion of all involved.

It gives me great pleasure to endorse this Quality Account.

Prof Mike Bramble MD FRCP
Chair of Trustees

APPENDIX 1: Mobilisation Plan: please see attached.

APPENDIX 2: Audit Log: please see attached.

Butterwick Hospice Quality Account Statement From the Integrated Care Board



**North East and
North Cumbria**

Commissioner statement from NHS North East and North Cumbria Integrated Care Board (NENC ICB) for Butterwick hospice Quality Account 2024/25.

NHS North East and North Cumbria Integrated Care Board (NENC ICB) is committed to commissioning high quality services from Butterwick hospice. NENC ICB is responsible for ensuring that the healthcare needs of patients that they represent are safe, effective and that the experiences of patients are reflected and acted upon. The ICB welcomes the opportunity to review and provide comment on this 2024/25 Quality Account.

Overview

The ICB would like to thank Butterwick hospice for the openness and transparency reflected in this year's Quality Account. The ICB would like to commend all staff for their commitment and dedication demonstrated throughout these challenging times and for striving to ensure that patient care continues to be delivered to a high standard.

Achievements

The ICB would like to congratulate Butterwick hospice and its staff on the achievements made during this period. The ICB recognises the attainments detailed within the quality account, which include

- To continue to work in partnership and collaboration with the CQC and North Tees and Hartlepool Hospital NHS Foundation Trust to enable Butterwick Hospice to re-open all 8 of the beds in the adult inpatient unit. NENC ICB are pleased to note that the CQC lifted all conditions from the Adult and Children's inpatient unit and would like to thank the hospice for this achievement.
- To identify areas that required improvement across all service areas and to develop and implement a plan that prioritises key areas
- For the senior leadership team and board of trustees to continue to recognise that Butterwick Hospice is on a journey, NENC ICB are pleased to note that the hospice will continue this invaluable commitment next year
- For staff to feel supported through the senior leadership team and the board demonstrating visible leadership commitment
- To ensure that barriers to staff involvement, engagement, and buy in with service improvement are overcome
- To share the vision for continuous quality improvement with managers and front-line staff – and to empower and enable them to be a part of our journey
- To enable managers and staff to own the service improvements required without making them feel undervalued
- To involve people who use our services to contribute to the work required
- Better Health at Work Bronze level Award

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Future Priorities

The ICB is fully supportive of the identified Quality Priorities for 2025/2026. The ICB welcomes the hospice's priorities within each clinical service, fundamentally adult inpatient unit (AIPU)

focused work to consistently achieve an occupancy of greater than 80 percent. The hospice identifies the requirement to increase their referral sources and the ICB welcomes the opportunity to support this with other partners. The ICB encourages the hospice to evolve the AIPU in conjunction with the local Trust and their Mobilisation Plan to ensure that the palliative care needs of the community can be met and exceeded

The ICB looks forward to the children's inpatient unit (CIPU) defined objectives and associated progress for the coming year that include the provision of a 24 hour, 7 days a week in-patient service, short term respite care, emergency and end of life care.

The ICB can confirm that to the best of their ability the information provided within the annual Quality Account is an accurate and fair reflection of Butterwick hospice's performance for 2024/25. It is clearly presented in the required format, contains information that accurately represents Butterwick hospice quality profile and aspirations for the forthcoming year.

NENC ICB remain committed to working in partnership with Butterwick hospice to assure the quality of commissioned services in 2025/26.

Yours sincerely,

Vicky Playforth

**Interim Director of Nursing,
NHS North East & North Cumbria Integrated Care Board**