

# Quality Account 2024/25

The **Quality Account** demonstrates the quality of our services and our commitment to continually strive to do our best.



## Every Contact Counts

*“Support, Fun, Warmth and Laughter”* (Patients)



**Willowbrook**  
**Hospice** Every Contact Counts

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# Welcome...

Here are some highlights from our patients, families and from those we have supported in times of bereavement...

*“Thank you so much for giving us our Dad/Husband/Grandad back! And for being there for us as a family. No words will ever be enough for how grateful we are. You have given my Dad his life back, managing his pain and helping him the way you all have. Can you please let the kitchen staff know he expects us to cook meals as good as his meals were at Willowbrook – me and my Mum are going to be judged every mealtime now!”*

– Family of an Inpatient

*“I want to extend my heartfelt thanks to every single member of staff for the incredible care, compassion, and support you provided to my Nan and to us during such a difficult time. From the moment she arrived, to the moment she passed, every member of your team, from the Doctors, Nurses and Carers to the volunteers and support staff, showed us kindness that we will never forget.”*

– Family of an Inpatient

*“Sending all our love and thanks for the care shown to Mum and all our family over the last three weeks. Every person we met was kind and thoughtful, helping us all to cope just that little better at this difficult time.”*

– Family of an Inpatient

*“Your tireless dedication, your gentle words, and the respect you showed to her meant the world to us. You didn’t just take care of her; you cared about her. That distinction made all the difference.*

*The work you all do on a daily basis is impeccable.”*

– Granddaughter of an Inpatient

*“I felt very lonely and low before coming here. The experience has been amazing. I now feel ready to try new things. The staff were exceptional. I would recommend the course to anyone and everyone who needs it. Thank you so much!”*

– Outreach Services patient

*“Pat was nervous about attending the group at first, but it gave her a whole new lease on life. She loved coming and it helped her cope with her diagnosis. We will be forever grateful.”*

– Outreach Services Carer

## Executive Office Statement

### Thank you for taking the time to read our Quality Account.

The past 12 months have been both inspiring and challenging for Willowbrook Hospice. Throughout this period, we have continued to deliver exceptional, person-centered palliative and end-of-life care, despite ongoing pressures across the health and social care sector.

This year marked the completion of our previous three-year strategy, the impact of which is outlined in our **Strategy Impact Report**. We also proudly launched our new three-year strategy, setting out a clear vision and direction for the future. This is now available to view on the hospice website.

### Delivering High-Quality Patient Care

Our multidisciplinary team has remained steadfast in their commitment to delivering compassionate, dignified, and holistic care. Over the past year, we have supported **653 patients and their families** through our inpatient unit, community services, and outreach teams.

Ongoing clinical audits, patient feedback, and governance reviews consistently demonstrate that our care remains safe, responsive, and of a high standard. We continue to innovate, with our **District Nurse Support Service** further embedding itself as a vital resource. Made possible through the generous support of the **Oliver Lymes Charity** and **Hospice UK**, this service has significantly improved accessibility and enhanced the care experience for patients in the community.

### Volunteering: The Heart of Our Hospice

Volunteers remain central to the life and spirit of Willowbrook. Over the year, **431 volunteers** have generously given their time across a range of over 50 roles, including front-of-house, patient facing, bereavement support, complementary therapies and fundraising events in the hospice, The Living Well and in all our shops.

We welcomed **95 new volunteers**, reflecting our community's continued commitment to hospice care. Our renewed focus on training and engagement ensures all volunteers feel valued, prepared, and well supported in their roles.

We are especially grateful to the **Oliver Lymes Charity**, whose support enabled the recruitment of a dedicated **Chatty Café Coordinator** to facilitate and expand our *Chatty Cafés* – particularly in **Prescot** and **Whiston**. This is a much-valued initiative helping to combat social isolation and support those living with long-term conditions and runs alongside our existing Compassionate Neighbour programme which has helped 32 people during the year.

### Fundraising in a Challenging Climate

Despite the ongoing challenges of the cost-of-living crisis, our incredible fundraising team has risen to the occasion with passion, innovation, and determination. Thanks to their hard work – and the unwavering generosity of our supporters – **over £700,000** has been raised this year to help sustain the vital care and services we provide. This remarkable achievement is a true testament to the strength of our community and the dedication of everyone committed to supporting Willowbrook Hospice.

This year, we delivered several successful fundraising events and challenges – including Colour Run, Golf Day, Abseiling down Anfield Football Stadium, International Marathons and Strictly Glitter Ball. We have attended several key business network events and retained our charity seat at Real 5 Network for the 5th year running. In 2024, we saw continued success in corporate engagement, with outstanding support from our existing corporate partners playing a vital role in sustaining our services. Their ongoing commitment has been instrumental in helping us meet our corporate income. In addition, we are proud to have established over 20 new business partnerships this year, significantly expanding our network of support and opening up new opportunities for collaboration, fundraising, and awareness.

## Executive Office Statement *continued*

### Willowbrook Hospice Celebrates the Opening of Its 10th Shop in Kirkby

We are delighted to announce the opening of Willowbrook Hospice's 10th shop in April 2024, located in the heart of Kirkby. This brand-new unit showcases the exceptional skills and dedication of our retail team, who expertly designed and completed the internal layout to create a welcoming and vibrant space for our community.

The opening day was truly memorable. We were honoured to be joined by the Mayor of Knowsley, who officially cut the ribbon, marking the start of this exciting new chapter. Adding to the celebration, Centre 63 Ukulele Group generously volunteered their time to deliver a fantastic performance, bringing joy and music to everyone present.

Since opening, our Kirkby shop has welcomed over 15,000 customers in its first year alone. We are immensely proud of the support from the local community and look forward to many more years of happy trading, helping to fund the vital care and services Willowbrook Hospice provides.

Thank you to everyone who has made this milestone possible.

### Trading Company – Challenging Times, Creative Solutions

The Trading Company donated an incredible **£629,344** to the hospice – an amount that has directly funded 655 days of specialist care. This represents an impressive increase of **£49,540** on the previous year's contribution – a remarkable achievement, especially given the challenging economic climate.

Our Trading Company also saw a +9% increase in like-for-like sales compared to last year, significantly outperforming the industry average of +3.5% for small charities. This speaks volumes about the strength of our team and the support of our community.

Looking ahead, we're excited for what's to come. Plans are well underway for the opening of our first specialist store dedicated to books and music in Ormskirk, with two more potential new stores in the pipeline this year.

### Looking Ahead

As we reflect on the past year, we are immensely proud of all that has been achieved through the dedication, compassion, and generosity of our staff, volunteers, and supporters. Despite economic and operational challenges, Willowbrook remains a place of care, hope, and dignity.

We look to the future with a balance of optimism and realism – and above all, with a continued commitment to our mission:

**To provide outstanding, person-centered hospice care for all who need it.**

**Lynda Finney** (left)  
Executive Clinical Director

**Paula Powell** (right)  
Executive Medical Director



Governance Area	Aim	How we will measure ourselves
<b>Patient Experience</b>	<p><b>Referrals and Networking</b></p> <p>Increase in Outreach (ORS) referrals and networking opportunities with other appropriate sectors, supporting people with life limiting conditions (i.e. frailty and Chronic Obstructive Pulmonary Disease (COPD) teams, as some examples). To support the seamless transition of care, recognising future gaps, as well as ORS awareness through hospice open days.</p> <p><b>Enhancing ORS patient/carer experience</b></p> <p>Through increased in person nursing interventions and using Measure Yourself Concerns and Wellbeing (MYCAW) as part of assessment/care plans.</p> <p>To link more effectively into local provisions to support patients' mobility and rehabilitation (current gap within ORS as identified through MYCAW evaluation results), through better use of the frailty and falls prevention teams, through increased collaboration, liaison and referrals.</p> <p><b>Patient and Family Support-Expansion</b></p> <p>We will expand the bereavement service to enable us to reach more people within the hospice and in the community.</p> <p><b>Introduction to Service</b></p> <p>The Patient &amp; Family Support team will implement a structured introduction to all the services offered by Willowbrook to patients and families. The primary aim is to encourage future care planning. It is hoped this service will also improve communication, encourage greater feedback and consolidate the high-quality service already offered to patients &amp; families.</p>	<ul style="list-style-type: none"> <li>• Referrals</li> <li>• Networking/liaison</li> <li>• Feedback</li> <li>• Attendance</li> <li>• Awareness</li> <li>• Feedback</li> <li>• MYCAW scores</li> <li>• Liaison/collaboration with other sectors</li> <li>• Future Care Planning</li> <li>• Seamless transition of care/support</li> <li>• Referrals (external and internal)</li> <li>• Referral data</li> <li>• Patient and family feedback</li> <li>• Staff feedback</li> </ul>

Governance Area	Aim	How we will measure ourselves
<b>Quality Effectiveness</b>	<p>Launch and embed new Willowbrook Values (Integrity, Dignity, Respect, Kindness, Compassion and Care) and compassionate culture model. Create and deliver Willowbrook wide compassionate culture workshops, to transparently share the values and culture model, as well as generating feedback and suggestions. Embed values and culture via multiple people and culture processes, including (but not limited to) recognition, appraisals and recruitment.</p> <p>Implement a new learning platform (Blue Stream), which allows for enhanced control of mandatory learning and CQC compliance. The Practice Development Facilitators will also use the platform to schedule and maintain internal and external learning, through creating staff "learning passports", ensuring critical skills and knowledge are developed. The people and culture team will use the platform to maintain and communicate new and amended policies.</p> <p>Create and embed a comprehensive 12-month internal Leadership Learning Programme, that focuses on key modules of learning for Leadership skills. Utilise the Leadership Learning to highlight and source complementary external training needs.</p>	<ul style="list-style-type: none"> <li>• Regular feedback surveys and engagement scores</li> <li>• Employee turnover</li> <li>• CQC Compliance scores</li> <li>• Policy read receipts</li> <li>• Mandatory learning %</li> <li>• Senior Leadership 360 appraisal data</li> <li>• Senior Leadership feedback</li> </ul>

Governance Area	Aim	How we will measure ourselves
<b>Clinical Effectiveness</b>	<p><b>Sustainability and resourcefulness</b></p> <p>To remain sustainable/efficient where possible within services (e.g. rewilding – creating a circular economy, maximising volunteer skills, efficient use of staff resources and grant opportunities etc.)</p> <p><b>Medicines safety</b></p> <p>To build on our Quality Improvement agenda from 2024/25, promoting a culture of patient safety and risk management in the clinical area. An annual teaching programme on medicines safety will be delivered by our Specialist Pharmacist, alongside competency assessment undertaken by our Practice Development Facilitators with the support of our Medicines Management Champions.</p> <p><b>Investing in individual training needs to develop a highly skilled workforce</b></p> <p>The Practice Development Facilitators will undertake clinical skills Training Needs Analysis with the nursing team, utilising the Benners model.</p> <p><b>Return to Practice</b></p> <p>Become a Nursing and Midwifery Council (NMC) approved programme that meets the Return to Practice standards, in line with Willowbrook’s Workforce Strategy.</p>	<ul style="list-style-type: none"> <li>• Reduced expenditure</li> <li>• Maximising resources/skills</li> <li>• Grants to support provisions</li> <li>• Analysis of medicines errors from 2024/25 to include review of processes with a resulting action plan</li> <li>• Individual assessment records</li> <li>• Training plans/schedules</li> <li>• Individual training records</li> <li>• Become an NMC-approved programme</li> <li>• Create Return to Practice Opportunities</li> </ul>
	<p><b>Communication Effectiveness</b></p> <p>We aim to continually encourage the adoption of M365 Tools and apps including OneDrive, SharePoint, Microsoft Apps to aid in cross party working and sharing. Implementation of a new Maintenance and Incident management system (Vantage) providing better feedback for users. Development of new systems to aid in tracking training etc. Installation of a Digital signage board at the hospice reception and terminals for guest feedback and donations.</p> <p>Investigation of the potential to move to a single M365 tenancy which will allow the creation of an intranet and better control over our systems and data. This will also help in bringing the trading company under the same IT systems as the hospice.</p>	<ul style="list-style-type: none"> <li>• Staff feedback</li> <li>• Digital Maturity Framework</li> </ul>

Governance Area	Our aim was to...	We achieved
<b>Patient Experience</b>	<p><b>Wider Family Liaison &amp; Bereavement Support</b></p> <p>To be able to provide wider family liaison and bereavement support for our partnership groups/teams as a pilot into 2024-2025. This includes Upper GI, Breast Mates and local specialist palliative care teams.</p> <p>To work collaboratively on a young person’s arts project, funded through Heart of Glass and Wonder Arts St Helens. With support from an artist lead, Willowbrook Hospice and Child Bereavement UK. To raise awareness re: grief and children for Dying Matters week and other events in St Helens throughout the year.</p> <p><b>Partnership working with the Motor Neurone Disease Association (MNDA)</b></p> <p>Patients meeting Willowbrook’s criteria of cohort of patients. To help introduce specialist palliative care in a none threatening way, to assist seamless transition between services and responding promptly to the needs of the community. Forming stronger networks, contacts between the association and a link worker within the Outreach Service. Developing a collaborative social MND support group here at the hospice with MND co-ordinators, MND volunteers and Willowbrook Hospice staff.</p>	<p>Progress on this goal has been delayed. Limited workforce capacity in Willowbrook Patient &amp; Family Support team has affected delivery of the planned outcomes. Nonetheless when this support has been taken up by the partner teams, feedback from the teams and service users has been really positive.</p> <p>The work done by bereaved children, in a series of creative workshops, was used to develop an audio art project “The Grief Helpline for Social Animals”. This installation delivered via a telephone allows users to pick up the receiver and listen to children’s advice on how to care for grieving animals. One of the telephones was donated to Willowbrook to be used by children and families.</p> <p>The original project is now being developed as an educational programme. This will be piloted in a St Helens School in the next academic year.</p> <p>A Memorandum of Understanding (MoU) has been formed between the MNDA &amp; Willowbrook Hospice, to demonstrate the parties’ commitment to providing support to people living with MND within our locality.</p> <p>A monthly hospice MND café was developed as a collaboration, and the development of a hospice MND link nurse with MND multi-disciplinary teams.</p> <p>We hope this collaboration will continue to:</p> <ul style="list-style-type: none"> <li>• Support people with MND and their families/ carers in a more holistic way</li> <li>• Raise awareness of Hospice philosophy and help remove barriers</li> <li>• Improve transitions of care</li> </ul>

Governance Area	Our aim was to...	We achieved
Patient Experience	<p><b>Skin Care Training</b></p> <p>Three members of the Inpatient team are currently working through a certificated course in skin care. On completion, we aim to devise a training package to meet the learning needs of Nurses, Healthcare Assistants and Domiciliary Carers, to improve patient experience by minimising the risk of developing avoidable pressure damage.</p>	<p>Three members of the team successfully completed the course. They have made a number of improvements as a result, including:</p> <ul style="list-style-type: none"> <li>• A training package and education plan, to ensure staff are up to date with best available evidence on skin care</li> <li>• Training sessions have been delivered to 47 Domiciliary Carers and Care Home staff as part of a full day palliative care education programme, as well as 6 hospice staff</li> <li>• A review of dressings was undertaken, and the stock list amended based on best available evidence</li> <li>• A Pressure ulcer audit is due to be undertaken in Quarter 2: 2025-26</li> </ul>
	<p><b>Enhanced Rapid Discharges to Preferred Place Of Death (PPD)</b></p> <p>To continue to offer support to patients returning home from hospital or hospice at the end of their lives if this is where they wish to be.</p>	<ul style="list-style-type: none"> <li>• We are continuing to support Enhanced Rapid Discharges from hospice and hospital wherever possible</li> </ul>
	<p><b>To improve the experience of patients with swallowing problems</b></p> <p>We aim to ensure that we deliver safe care by providing a varied, appetising menu, to cater for all our patients who suffer with dysphagia. We will do this by building on the skills of our workforce to deliver on the International Dysphagia Diet Standard Initiative (IDDSI).</p>	<ul style="list-style-type: none"> <li>• All catering staff and a number of clinical staff attended face to face training on IDDSI and improving the experience of patients with dysphagia</li> <li>• Practical training is booked for all cooks and is taking place on 15.08.25</li> <li>• Following this training, our Head Chef will be devising meal plans, and a menu for patients, covering all levels of modified diet and fluids</li> </ul>

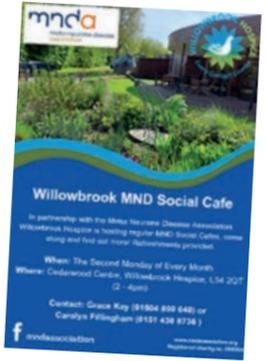
Governance Area	Our aim was to...	We achieved
Quality Effectiveness	<p><b>PLACE (Patient led assessment of the care environment)</b></p> <p>National NHS audit carried out biannually with external stakeholders/ assessors (Healthwatch), patients and carers. To ensure our environment remains patient and carer focused with high levels of satisfaction.</p> <p><b>District Nurse teaching</b></p> <p>To continue to support District Nurses by delivering teaching on use of the Care and Communication Record, Advance Care Planning and syringe drivers. This will increase their confidence in caring for people with Palliative Care needs.</p> <p><b>Patient Safety Incident Response Framework (PSIRF)</b></p> <p>The hospice will be introducing the Patient Safety Incident Response Framework (PSIRF) which will replace the Serious Incident Framework.</p>	<p>This was put on hold due to staffing issues to support the assessment process at the time. To follow NHS guidance on the next steps for 2025/2026.</p> <p>We supported the District Nurses by delivering bespoke training at the hospice including specialist symptom management, care and use of syringe drivers, holistic care of patients/relatives through the Opening the Spiritual Gate course and practical support shadowing our team in practice.</p> <p>The PSIRF Plan and policy were completed and are uploaded on the hospice website.</p> <p>Daily huddles are built into IPU handovers and linked to our risk management</p>
	<p><b>Communication Effectiveness</b></p> <p>We aim to develop digital communication by creating an intranet (sharepoint/HealthRoster) in addition to completing the Digital Maturity Framework (DMF) Toolkit which will provide audit on our aims. This will supplement the various forms of digital communication in use from email, virtual telephony, video conferencing, instant messaging, social media and the website. This will be underpinned by the Innovation and Technology Group Workplan.</p>	<ul style="list-style-type: none"> <li>• Sharepoint is available but at this point, not widely utilised, as is the case for other Office 365 tools</li> <li>• HealthRoster is now fully implemented throughout the organisation</li> <li>• Our website has been updated, and social media is widely used by our Fundraising and Trading teams</li> <li>• DMF is ongoing, but lower-level user capability assessment is being sought</li> </ul>

Governance Area	Our aim was to...	We achieved
Clinical Effectiveness	<p><b>Addition of Practice Development Facilitators to the team</b></p> <p>We are piloting this new role within the hospice with the aim of identifying the learning needs of the workforce and co-ordinating an education plan for the organisation.</p>	<p>The vision for this role is to improve the current training within Willowbrook Hospice, to support a culture of lifelong learning, and subsequently improve patient care. This learning will evolve externally to spread and teach our evidence-based palliative care to the wider community.</p> <p>A great deal of progress has been made towards the following aims:</p> <ul style="list-style-type: none"> <li>• Skills and competency analysis for inpatient staff</li> <li>• Improve internal training</li> <li>• Improve digital awareness/maturity</li> <li>• Improve our pharmacological knowledge and systems</li> <li>• Education networking</li> <li>• External training</li> <li>• Induction</li> <li>• Enhancing the learning experience for Student Nurses</li> </ul> <p>This is now a permanent role within the hospice following a successful pilot. It aims to identify the learning needs of the workforce and co-ordinate an education plan for the organisation. The role will continue to improve processes, procedures and communication whilst delivering learning that is engaging, enjoyable, and effective.</p>
	<p><b>Medicines safety</b></p> <p>We are aiming for a continuous improvement model of medicines management, to promote a knowledgeable workforce with an acute awareness of patient safety and risk management. An annual teaching programme on medicines safety will be delivered by our Specialist Pharmacist, supported by competency assessment by medicines management champions.</p>	<p>Achievements to date include:</p> <ul style="list-style-type: none"> <li>• Responding to medication errors – changing the layout of the drug room, reducing interruptions, adding Kardex checking at each medication round to prompt sheet</li> <li>• Sharing information across the team using bulletins and “Highlight5”</li> <li>• Continuing to develop training/courses in line with the organisation’s requirements to maintain a knowledgeable workforce – Syringe Drivers, Blood Transfusion in particular, which has included the new blood track enquiry system</li> <li>• Medicines competency and Controlled Drug competency assessment is ongoing with the aim of completing these annually</li> <li>• Developing competency assessments and training to support District Nurses</li> <li>• Enhancing the role of Practice Development Facilitator, attending training for teachers</li> </ul>

## Some examples of new, adapted services and partnership working

### MNDA (Motor Neurone Disease Association) partnership developments

Late autumn of 2024, Outreach Services commenced an MND Café at the hospice Outreach Centre, in collaboration with the MNDA to support patients and families living with MND in the locality. We look forward to growing this partnership further into 2025/26.



### PARTNERSHIP WORKING

Merseyside Probation Service, Carmel College, The Prescott School, Duke of Edinburgh Scheme, Kirkby High School, St John Rigby College, Wade Deacon High School, Riverside and Winstanley Colleges and St Helens College have all provided placements to support our shops and have gained a huge amount of experience for their CV's and personal statements.

We work with The Growth Company to give people work experience opportunities in our retail shops.

We have a partnership with Knowsley FACE (Family and Community Education) through Knowsley Council, their Sewing and Textile Group have donated 150 white crochet hearts for our patients and their families.

QVC in Knowsley donated two pallets of garden related products to the hospice gardens, with the promise of more to come!

### Corporate Support – Volunteering Day



Through our Corporate Volunteer Days programme we have had over 65 volunteers from over 10 different companies over the year to help support Willowbrook in the gardens, our charity shops, fundraising events and golf days.



## RECOGNITION OF GOOD PRACTICE

### Hospice UK Conference

Hospice representatives attended the Hospice UK Conference and presented a poster about the successful Rewilding service, provided by the ORS team and hospice gardeners. There was lots of interest from other hospices across the country, who are keen to learn and implement a similar model within their services. We also represented the upper GI Team (UGI), presenting their poster on the successful partnership between Willowbrook ORS and UGI.



## 2024: Our Year in Numbers

Our **431** active volunteers gave us **84,620** hours of their time. This would have cost us over **£1.1m** in salaries and on-costs

In 2024, it cost **£5.8m** to run all our services with **60%** funded by Willowbrook supporters

In 2024 our fantastic community raised **£310,000**

In 2024 we collected **800** Christmas trees raising **£14,000**

In 2024 we received **£62,000** of donations from businesses

In 2024 we raised **£213,000** from our own events

From Nov 2024 to May 2025 our District Nurse Support Service, working alongside St Helens District Nurses, made **1,138** contacts with prevention of hospital admission of **159** patients

This section of the Quality Account includes responses to any National requirements defined by a set of statements which are common to all Quality Accounts. Some of these, however, are not directly applicable to hospices. The statements provide assurance that we are performing to essential standards, measure our clinical processes and performance and show where we are involved in any National projects and initiatives that are aimed at improving quality and safety.

**CORPORATE REVIEW AND DUTY OF CANDOUR**

**Willowbrook Hospice is required to register with the Care Quality Commission (CQC) and there are no conditions of registration. The CQC has not taken any enforcement action against Willowbrook Hospice during 2024/2025. There have been no investigations by the CQC during this period.**

The last CQC inspection was undertaken in February 2021 when the hospice was virtually inspected using the new Transitional Regulatory Approach (TRA) model. After all the relevant information was put into the algorithm by CQC it was confirmed that no further regulatory activity was required and no risks identified. Our overall rating remains **Outstanding** following the CQC inspection conducted by the team of inspectors in December 2019.

In July 2023 the CQC undertook a direct monitoring activity, this involved reviewing information and data about the hospice’s clinical services. The CQC was satisfied with the information provided and no further regulatory activity was required.

In 2024/25 there were no notifiable safety incidents. As part of the quarterly Board Assurance and Risk reviews, all concerns, complaints, and risks are discussed. Our Risk Register is very comprehensive, covering Reputational Risk, Liquidity Risk, Capital Risk, Operational Risk, Legal Risk, Conduct and Regulatory Risk, Strategic and Business Risk and Clinical Risk.

The hospice continues to promote Freedom to Speak Up and has two Freedom to Speak Up Guardians in post as well as a Freedom to Speak Up trustee. We are registered with the National Guardians Office and submit quarterly data and attend all network and regional meetings.

As a Registered Charity (No 1020240) and Company Limited by Guarantee (No: 2808633), Willowbrook Hospice submits an Annual Return for public display on the Charity Commission website <https://www.gov.uk/government/organisations/charity-commission> and files its Audited Accounts at Companies House.

We contract with Mid-Mersey Digital Alliance through a comprehensive Service Level Agreement (SLA) that supports all our regulatory, mandatory, operational and strategic goals for the organisation. The SLA is monitored on a bi-annual basis and reviewed prior to any contract renewal by our Digital and Technology Trustee Group. The last submission against the NHS Digital Data Security and Protection Toolkit was successful in June 2024 and all 44 standards were met. We will submit again in June 2025 to maintain our compliance with this requirement.

The hospice receives a Statutory grant income, and this continues to represent less than 30% of the total costs associated with the provision of specialist palliative care services provided to St Helens and Knowsley. The hospice relies heavily on the Trading Company and Fundraising Team to generate the remaining income through events and campaigns, lottery team; a network of retail shops, donations, legacies and the continued generous support from the communities we serve.

As an Independent Charitable Hospice, our statutory income in 2024/2025 was not conditional on achieving quality improvement and innovation goals agreed between Willowbrook Hospice and any person or body they entered a contract, agreement or arrangement with for the provision on NHS services, through the Commissioning for Quality and Innovation Payment Framework because none were identified.

**CLINICAL REVIEW**

We measure our services against national, local and internal performance standards. This is an effective way of ensuring we provide services that are safe, effective and efficient.

**QUALITY ASSURANCE SCHEDULE OF REPORTS**

Type	Content	Frequency	Contact
Statutory Notifications	Deaths, Serious Injuries, Abuse, Deprivation of Liberty, SUI's, Police incidents	As required	Care Quality Commission (CQC)
Safety Scorecard	Corporate, Clinical & Statutory focus	Monthly	Board of Trustees, Internal
Hospice UK Benchmarking	Pressure Ulcers, Falls, Medication Incidents, Bed Data	Monthly Quarterly	Hospice UK
Occurrence Report	Controlled Drug Medicines Activity	Quarterly	NHS England
Risk Register	Strategic & Organisational focus	Quarterly	Board of Trustees, Internal
Data Set	Clinical Activity	Quarterly	St Helens PLACE
Data Set	Clinical Activity	Quarterly	Knowsley PLACE
Freedom to Speak Up	Focus on safety and quality	Quarterly	National Guardian Office
Infection Control Report	Statutory Review – Infection Control	Annual	3 Boroughs ICT
Quality Accounts	Focus on quality activity	Annual	Cheshire and Merseyside Integrated Care Board (ICB)
Annual Report	Focus on financial activity	Annual	Companies House
Medical Revalidation	Responsible Officer Report	Annual	NHS England
Controlled Drug Management	CD medicines incidents	Bi-monthly Quarterly	Meds management group Clinical Assurance Group internal
Quality Visit	Statutory Review – last visit March 2023 No actions	Annual	Cheshire and Merseyside Integrated Care Board (ICB)
Clinical Workforce	Safe Staffing	Quarterly	Board of Trustees, Internal
Statutory Review	Last inspection Dec 2019 – Outstanding	3 – 5 yearly	Care Quality Commission (CQC)

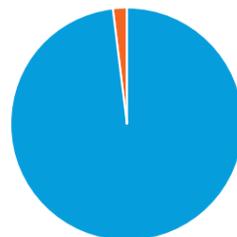
Our Key Actions and Learning...	
<b>Oral thrush</b>	<p>NICE guidance from Oct 2023 suggests topical miconazole gel should be first line treatment in patients with oral thrush, with fluconazole for more severe infections. The first audit identified that we were mainly using nystatin and not miconazole.</p> <p>There are also supply issues with miconazole gel and Miconazole would also have more interactions with other medication our patients were taking. Therefore, after review, it was decided that we should continue to use nystatin, but at a higher dose as recommended in PCF 8.</p> <p>As a result of this audit and re-audit, changes in practice such as prescribing higher dose of nystatin and chlorhexidine if the patient has dentures have been implemented as evidenced in the re-audit. Updates to oral mouth care leaflets have also been implemented.</p>
<b>Delirium</b>	<p>The delirium audit took place between Aug-Sept 2025. Delirium is common in a palliative care setting. The audit identified several areas for improvement were including:</p> <ol style="list-style-type: none"> <li>1. Updates to Confusion Assessment Method (CAM) assessment (diagnostic assessment for delirium)</li> <li>2. Improved documentation of assessment for reversible causes of delirium and how these are being addressed</li> <li>3. Improved documentation of conversations about delirium with patients and their families</li> <li>4. Improved documentation of capacity assessments in keeping with legal framework</li> <li>5. Improved documentation of both pharmacological and non-pharmacological management of delirium</li> </ol> <p>These areas will be addressed by creating a new delirium assessment proforma on System I and rolling out training for all medical and nursing staff to ensure appropriate use. This will be re-audited in the coming months following the roll-out of training.</p>
<b>Venous Thromboembolism (VTE)</b>	<p>The VTE assessment reviewed VTE assessment and prescribing for inpatients at Willowbrook Hospice. Admissions between 22 November 24 and 28 February 25 were reviewed. The audit demonstrated good compliance with initial assessments on admission, clearly documented reasons for not starting anticoagulation and discussion of VTE decisions at MDT.</p> <p>The audit demonstrated lower rates of recorded weight (results outstanding), eGFR (81%) and platelets (73%) prior to prescribing anticoagulation. We will devise a sticker to be added to the front of the medicine Kardex detailing the patients' weight, eGFR and platelets to ensure they are reviewed prior to prescribing anticoagulants.</p> <p>We will also update the VTE clerking assessment to prompt clinicians to review weight, eGFR and platelets.</p>

Our Key Actions and Learning...	
<b>Infection Control</b>	<p>Our annual Infection Control audit was undertaken in January. As we have consistently met the compliance mark of &gt;93%, this year's audit was completed as a self-assessment and verified by the 3 Boroughs Infection Control Team. This audit tool covers many aspects of Infection Prevention and Control, including:</p> <ul style="list-style-type: none"> <li>• Governance and Assurance</li> <li>• Preparedness</li> <li>• General Environment</li> <li>• Bathrooms</li> <li>• Toilets</li> <li>• Bedrooms</li> <li>• Sluice and Waste</li> <li>• Treatment Room</li> <li>• Sharps</li> <li>• Laundry</li> <li>• PPE</li> <li>• Cleaning and Resident Equipment</li> <li>• Promotion of Infection Prevention Strategies</li> </ul> <p>We achieved an overall score of 98%. All sections scored 100% compliant other than General Environment. In this area, we were non-compliant due to some damage to the paintwork caused by leaks in the roof. This is a wider issue that is being addressed within the estates and facilities agenda.</p>
<b>Opioid Conversion</b>	<p>This re-audit in 2025 looked at the practice of opioid conversion in Willowbrook Hospice and is a re-audit of the original audit from 2024.</p> <p>There is some significant variation between recommendations and between local and regional "accepted practices", and some dispute of what should constitute "best practice".</p> <p>From our knowledge, local and organisational guidelines used by hospices and specialist palliative care teams across our region refer to and vary. The majority use the 2:1 conversion ratio as recommended in the Northwest Coast Clinical Network guidelines.</p> <p>The aim of the audit was to examine whether the current opioid conversion practice at Willowbrook was safe and effective. As a result of the findings and discussions of the original audit, it was concluded that the current practice of opioid conversion in Willowbrook Hospice is safe and effective.</p> <p>The clinical team continues to use the Willowbrook Hospice Opioid Conversion Quick Reference Guide for guidance with some recommendations on documenting opioid conversions in patient notes.</p>

56 Responses      03:36 Average time to complete      Active Status

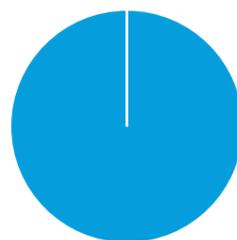
**1. How likely are you to recommend Willowbrook Hospice's care to family and friends if they need a similar service?**

Very likely	55
Likely	1
Unlikely	0



**2. Do we treat you with dignity and respect?**

Always	56
Most of the time	0
Sometimes	0
Never	0



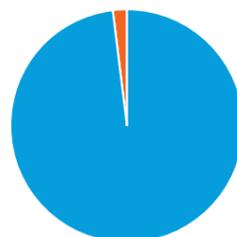
**3. Do we involve you as much as you would like in decisions about your care?**

Always	54
Most of the time	2
Sometimes	0
Never	0



**4. Do we provide enough support for you, your family member, carer or friend?**

Always	55
Most of the time	1
Sometimes	0
Never	0



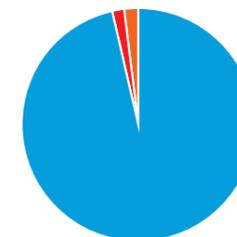
**5. How was the way you were welcomed when you came into the hospice?**

Very good	54
Good	2
Fair	0
Poor	0



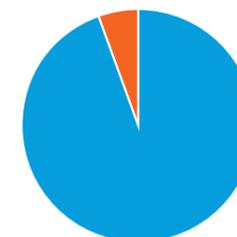
**6. How was the cleanliness of the hospice?**

Very good	54
Good	1
Fair	0
Poor	1



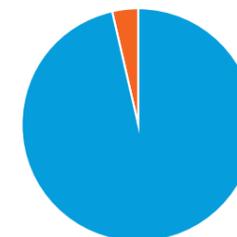
**7. How was the quality of the food and drink provided at the hospice?**

Very good	53
Good	3
Fair	0
Poor	0



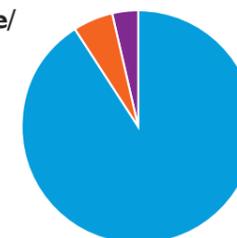
**8. How was the support given to relieve pain?**

Very good	54
Good	2
Fair	0
Poor	0
Support not required	0



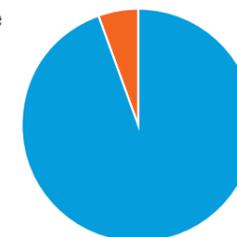
**9. How was the support given to relieve other symptoms you may have/have had (eg. nausea, constipation, breathlessness etc)?**

Very good	51
Good	3
Fair	0
Poor	0
Support not required	2



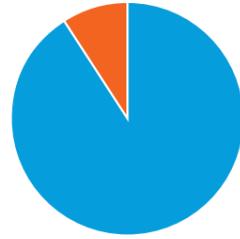
**10. How was the emotional support that we offered you and the people who care about you?**

Very good	53
Good	3
Fair	0
Poor	0



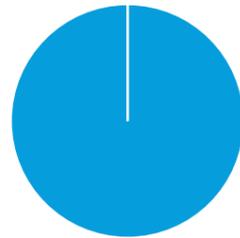
**11. How was the support we provided you as a person regarding your beliefs, faiths, hopes, feelings of peace sense of purpose?**

<span style="color: blue;">●</span> Very good	51
<span style="color: orange;">●</span> Good	5
<span style="color: green;">●</span> Fair	0
<span style="color: red;">●</span> Poor	0



**12. How would you rate your overall experience of Willowbrook Hospice?**

<span style="color: blue;">●</span> Very good	56
<span style="color: orange;">●</span> Good	0
<span style="color: green;">●</span> Fair	0
<span style="color: red;">●</span> Poor	0



**13. Is there any other feedback you have on how our care has helped?**

Latest Responses

*“The service my sister received was excellent. I was also treated with compassion and care. The staff always had time for you.”*

*“Great staff”*

*“Wonderful care”*

**14. Is there anything we can do to improve your experience of our services?**

Latest Responses

*Three comments said “No”.*

**15. If you would like anyone to contact you from the hospice regarding any concerns you have, please leave your name and contact details below.**

## OUTREACH SERVICES (ORS) 2024-2025 SURVEY/AUDIT SUMMARY

### QUANTITATIVE FEEDBACK – MYCAW (Measure Yourself Concerns & Wellbeing)

Four of the highest scoring issues/concerns that were identified by patients accessing ORS are:

- Breathlessness
- Pain
- Mobility
- Worries re: future care/progression of disease/uncertainty

*\*Data consistent with 2023/2024’s highest scoring concerns/issues reported.*

MYCAW Results	23/24 Mean PRE ORS (score)	23/24 Mean POST ORS (score)	24/25 Mean PRE ORS (score)	24/25 Mean POST ORS (score)
<i>*Key out of 6 (scoring = 1 is as good as it could be, 6 is as bad as it could be)</i>				
Concern/Issue 1	5.85	3.97	5.23	4.07
Concern/Issue 2	5.86	4.07	5.30	3.09
General wellbeing	5.09	3.15	4.12	3.08

Patient Questions	2023-2024	2024-2025
How likely are you to recommend Willowbrook Hospice’s care to family and friends if they needed a similar service?	100% very likely	100% very likely
How was the way you were welcomed when you came into the hospice?	100% very good	100% very good
Did you feel listened too?	100% yes	100% yes
Do we provide enough support for your family member, carer, or friend?	94% always 6% most of the time	92% always 8% most of the time
The support we give, to help you learn and self-manage symptoms that you may have (such as breathlessness, pain, fatigue, stress etc.)?	89% very good 11% good	100% very good
How would you rate your overall experience of Willowbrook?	100% very good	100% very good
Cleanliness of the hospice	100% very good	100% very good

## HOSPICE QUALITY METRICS

= not applicable		2023 / 24	2024 / 25	2023 / 24	2024 / 25	2023 / 24	2024 / 25
<b>Clinical Incidents</b>	No harm	0	0				
	Low harm	0	0				
	Moderate harm	0	0	0	0	0	0
<b>Clinical Indicators</b>	RIDDOR	3	0	0	0	0	1
	Serious injury to patients			0	0	0	0
	Outbreak of infectious disease			2	2	0	0
	Duty of Candour	0	0	0	0	0	0
<b>Staff/Visitor accidents/falls</b>	No harm	1	0				
	Low harm	9	10				
	Moderate harm			3	1		
<b>Patient accidents/falls</b>	No harm	11	13			0	0
	Low harm	4	8			0	0
	Moderate harm			0	0	0	0
	Number of actual patients	13	15	0	0	0	0
<b>Complaints</b>	Formal Verbal	6	6	0	0	0	0
	Formal Written	0	1	0	0	0	0
<b>Freedom to Speak Up</b>	Patient safety/quality	0	0	0	0	0	0
	Behaviour	3	1	0	0	0	0
	Suffered detriment	0	0	0	0	0	0
	Worker safety/quality	0	0	0	0	0	0

## MEDICINES INCIDENTS

= not applicable		2023 / 24	2024 / 25	2023 / 24	2024 / 25	2023 / 24	2024 / 25
<b>Total incidents recorded</b>		77	92				
No harm		75	91				
Low harm		2	1				
Moderate harm				0	0		
Severe harm						0	0
Prescribing		29	43	0	0	0	0
Dispensing		3	1	0	0	0	0
Administration		17	27	0	0	0	0
Documentation		28	21	0	0	0	0

## COMPLAINTS (CLINICAL)

<b>Verbal</b>	<b>3</b>	<p>1. Nurse concerned that a patient had brought prescribed controlled drugs in from home and hadn't handed them into staff for safe custody. The nurse accessed the patient's property without their knowledge or consent. Fully investigated in line with Willowbrook Hospice policies and procedures. Duty of Candour implemented for the patient.</p> <p>2. Daughter of patient recently discharged from the IPU called by Family Liaison to offer our support and condolences; having heard that he had died the previous day in hospital. Although appreciative of the call, she was angry and wanted answers to concern she had regarding his discharge and the fact that she felt that there was no support available following discharge.</p> <p>She was distressed that he had died in hospital as this was not his wish. A meeting was held with the family who were satisfied with the outcome, and no further action was required.</p> <p>3. Verbal complaint made to Clinical Director by the sister of a patient regarding food orders not being taken for patient. The patient's sister felt that this was deliberate.</p> <p>Complaint fully investigated and the process for taking food orders has been reviewed. Discussed with the staff member and Head Chef.</p>
<b>Written</b>	<b>0</b>	

## INPATIENT UNIT CLINICAL ACTIVITY 2023-2024

Occupancy	Admission	Discharges	Deaths
85%	116	37	77
Knowsley	37%	30%	47%
St Helens	58%	67%	47%
Other	5%	3%	6%

## INPATIENT UNIT CLINICAL ACTIVITY 2024-2025

Occupancy	Admission	Discharges	Deaths
78%	199	58	141
Knowsley	37%	34%	36%
St Helens	61%	64%	61%
Other	2%	2%	3%

## Education Summary 2024-2025

### End of Life Care Education for Organisations Supporting Homelessness

The facilitation of End-of-Life Care education (EOLC) as a collaborative approach, continues with the YMCA and other homelessness sectors, Willowbrook Hospice Outreach Services, Knowsley Advance Care Plan (ACP) Facilitators and the Community Specialist Palliative Care Team.

This continues to be an effective programme and has been previously recognised by Knowsley Commissioners as an example of good practice. It also received previous recognition at Hospice UK Conference back in 2023.

#### A brief snapshot of some feedback through 2024-25:

*“This course is very informative, and the tutors made it enjoyable and will use the information in practice.”*

*“Tools to enable meaningful engagement and improve practice.”*

*“Very engaging and mixed use of resources.”*

*“Every single staff member should go through this training, thanks so much.”*

*“This has provided a more in-depth understanding how to support EOLC.”*

*“Highly interactive and will enhance my job as a support worker.”*

### Hospice UK ECHO Sessions

The above model was also presented nationally at the ECHO Hospice UK Homelessness Network group in July 2024, as an example of good practice and excellent collaboration between teams and organisations.

### Basic Life Support

Six of the clinical team have successfully completed an accredited BLS Train the Trainer course and have begun to roll out practical training to the clinical staff. This training is planned to encompass the non-clinical teams in the coming year. We upgraded our defibrillator and as a result, won the draw for a free unit! We opted for a training defibrillator which will be a huge benefit to enhance our practical training.

## Our Year 2024-2025

### APRIL 2024

#### NURSING HOME TRAINING

Our Practice Development Facilitators delivered tailored End of Life Care Training for a local care home of 70 staff, enhancing their knowledge and skills, giving them the confidence to deliver exceptional Palliative Care for residents and their loved ones

### MAY 2024

#### KIRKBY SHOP OPENING

We were delighted to open the doors to our new Willowbrook Fashion and Home store in Kirkby on 30 April. The store is unique in the area for being the only charity retailer stocking furniture.

The new store was officially opened by the Mayor of Knowsley with visitors and customers entertained by local ukulele band, Centre 63 Ukes. This new store is our tenth retail branch, we are pleased to welcome our manager Lee Thompson who has previously managed our Billinge shop, so fully understands the Willowbrook ethos.



#### FUNDRAISING ROUND-UP

Our **Annual Charity Golf Day** took place on 10 May at Houghwood Golf and was once again, a fantastic day was had by all. Twenty one teams entered, and between them, just under **£5,000** was raised! Thank to our sponsors: Wain Homes, Stapleton Derby Panorama Kitchens, Horizon Business Group, MB Heating Cheshire Soils, GSU Landscapes, Steven Cartwright, MV Kelly Civil Engineering for supporting the day and to everyone who donated raffle and auction prizes!

Our Staff Nurse Lauren bravely took on a **Skydive** in aid of Willowbrook and raised over magnificent **£1,000!**



**JUNE 2024**

**OUTREACH THERAPY ROOM REFURB GRANT**

A **£5,000 grant** was received from the **Duchy of Lancaster Fund**, this enabled us to re-create our therapeutic spaces within Outreach Services, to enhance patient and carer experience. We now have beautiful and tranquil spaces for therapeutic activities.



**OUTREACH SERVICES SUMMER SOCIAL**

We noticed the benefits that the Christmas parties provided last year, having that time to informally and socially come together. So, for the very first time we held a Summer Social for 'our people' both patients, carers and bereaved. This was a fun and entertaining day with music bingo, staff performances and a local ukulele band. Items such as balloons and entertainment were all kindly donated.

**COLOUR RUN**

500 participants attended this year's Colour Run at Victoria Park, St Helens, raising an outstanding **£14,000!** The morning started off drizzly but once the whistle was blown at the starting line, the rain stopped just in time for the 5k run. Huge thanks goes to our sponsors of the event, **Alliance Connectivity**. This Colour Run wouldn't have been possible without the support of **St Helens Council** and the **Active Lives & Sports Development** team.



**WELLBEING WEEK**

We had Wellbeing Week at the hospice, a global celebration to recognise the awareness and importance of our own wellbeing. We had a full timetable of events for our staff surrounding mental health and wellbeing. Staff across the hospice were treated to fresh fruit platters, ice cream van visits, and tea and cake!



**JULY 2024**

**TWO-YEAR PARTNERSHIP ANNIVERSARY**

The Upper GI celebrated two-year anniversary of the partnership between Willowbrook Hospice and UGI Cancer Support Team of hosting their fortnightly 'tea with the team' group at Outreach Cedarwood Centre. The event was marked with a social gathering, where all previous guest speakers and Willowbrook Outreach Staff and Directors were invited.



**ST HELENS PRIDE**

We represented Willowbrook Hospice at St Helens Pride at the World of Glass where we celebrated members of the LGBTQ+ community both within and beyond our hospice walls. We are proud that we are an inclusive hospice, and will always provide the same specialist care and support to ANYONE in St Helens and Knowsley who needs us, regardless of their background, gender identity or sexuality.



**AUGUST 2024**

**FUNDRAISING ROUND-UP**

We had a new challenge – the **Velocity Zipline** at Zip World, North Wales. Ten fabulous fundraisers soared over the Penrhyn Quarry Lake, including our very own Fundraiser, Bev. Between them, they managed to raise a superb **£5,500!**



We were delighted to have been invited to the **Totally Wicked Stadium**, to raise awareness of what we do and to collect donations to enable us to continue providing vital care, raising a fantastic **£1,378.30**, from our generous community! Our team really enjoyed speaking to so many supporters, we heard heart warming stories from families who have personally experienced our care, and met people who were aware of what we do and wanted to give a donation as a thank you, even though they haven't accessed our service before.



**SEPTEMBER 2024**

**MOONLIGHT WALK**

The annual event so many supporters look forward to finally went back to the roads, after a four year absence. Setting off after sunset on 14th September, our participants walked together on a 6k route from The Living Well to the hospice and back, raising a magnificent **£12,000** in the process! It was a great opportunity to reflect and remember loved ones. Thank you to Britannia Taxis for sponsoring the walk!



**FUNDRAISING ROUND-UP**

Our **Summer Open Gardens** took place on 7 September, where we opened up our award winning gardens to the public. Visitors were able to have a look around our beautiful gardens whilst enjoying a drink and cake, buy new plants and meet our gardening team who work tirelessly to create a beautiful calming space for our patients. Together, we raised **£1,600.**



Another new challenge this year was the **Anfield Abseil**. An incredible **£4,000** was raised between 16 amazing fundraisers who took part in the Anfield Abseil on 22 September! The team varied from a teenager to an 83 year old dare devil who loves adrenaline rushes!



**OCTOBER 2024**

**VANTAGE HEALTH ROSTA**

We introduced two new systems to support incident reporting and roster monitoring.

**STRICTLY GLITTER BALL**

An extraordinary **£48,288** in total was raised at our Strictly Glitter Ball in October! £17,930 of this was down to sponsorship raised by our contestants and the 'Peoples Vote' on the night. This total exceeds the amount raised in 2023 – we are just overwhelmed with the outpouring of support from our incredible community!



**NOVEMBER 2024**

**PATIENT SAFETY INCIDENT RESPONSE (PSIRF) GUIDANCE**

Plan for Implementation of new Patient Safety Incident Response (PSIRF) Guidance. This replaces Significant Events.

**DECEMBER 2024**

**LIGHT UP A LIFE**

We welcomed our local community to gather around our Christmas tree at the hospice to remember a loved one. We invited everyone to hang a wooden star on the tree with a message, and they could also view dedications in our Book of Honour. This special night along with the dedications raised a magnificent **£2,000** – thank you to everyone who contributed!



**JANUARY 2025**

**MUSIC THERAPY PLACEMENT**

We supported with the first placement of a student music therapist from Nordoff & Robbins. As an organisation, they provide and promote the skilled use of music with individuals, groups and communities who are challenged by disability, illness, social exclusion or injustice. A national charity, Nordoff & Robbins is the largest charitable provider of music therapy in the UK. The placement will be supported for 6 months, primarily within Outreach Services but also covering one-to-ones on our Inpatient unit.



**CHRISTMAS TREE RECYCLING COLLECTION**

Our annual Christmas Tree recycling campaign in partnership with **Just Helping** raised an incredible **£12,000!** This was £2,000 more than in 2024. We are absolutely thrilled, and so grateful to everyone who helped make this all happen.



**FEBRUARY 2025**

**COMEDY NIGHT**

We hosted our annual Comedy Night in February and together we have raised a magnificent **£2,625** for Willowbrook Hospice. This event was made possible through sponsorship from a very generous and kind supporter whose family member was looked after by our hospice team. Thank you to Peter Edge who is a longstanding supporter of our hospice, and to everyone who came along, we hope you enjoyed the evening.



**MARCH 2025**

**COMPASSIONATE CULTURE LAUNCH**

On 31st March 2025 Willowbrook launched Compassionate Culture and our new Values. We held workshops throughout the week to ensure that all colleagues, both paid and voluntary, had information about Compassionate Culture and Values. This was further embedded by hosting team tasks within the workshops, to discuss what the values mean to people, as well as providing an overview of next steps. For any colleagues that were unable to attend, we shared the presentation and a questionnaire, as to ensure we captured as much feedback from our colleagues as possible, and to generate ideas of how we can continue with our Compassionate Culture journey.

The development of our values was led by our Employee Engagement Committee and followed on from engagement surveys Willowbrook completed to ensure a collaborative and informed approach to developing the right culture and values for Willowbrook.

**SINGALONG BINGO FUNDRAISER**

Our **Singalong Bingo** nights are always a sell out, and our Irish-themed St Patrick's Day event was a huge success. With the help of Gary Ward, from We Help Recruit (and also a Willowbrook Hospice Trustee) as our resident bingo caller the night raised a fantastic **£1,546**.

### Here is a wonderful letter we received written from an Outreach Services and UGI Patient

Dear Willowbrook,

Having gone through the Holistic Needs Assessment (HNA) with the Upper GI team, one of the outcomes was to attend a therapy session at the Willowbrook. Not just myself, but my partner also, being of even equal importance (in line with the HNA ethos). The Upper GI team run fortnightly sessions which are arranged to cover a range of related topics at the lovely venue of the Cedar Suite at Willowbrook.

The Cedar Suite was nothing like we had imagined, it had a calming and friendly ambiance, nestled within well-tended picturesque gardens. What was key also was the friendliness of the staff, which had an infectious effect on the company attending the session.

As explained earlier Holistic Needs Assessment (HNA) considers aspects beyond the physical condition of patients and resulting treatment plans. The HNA aims to address the concerns of individual patients (on a case-by-case basis). In this way HNA considers all the needs of patients, to build patient profiles; the immediate effect is that patients are treated as people, rather than an NHS or Hospital number.

Thus, the teams within the Willowbrook staff and Upper GI at Whiston share common traits: care, compassion, trust, and a willingness to go that extra mile. The overall results are there to see; presentations hosted at The Cedar Suite may come via various professionals such as lawyers, financial advisors, fitness coaches, dietitians etc. Sometimes, multi-agencies presentations during the same session, e.g., Knowsley Carer Trust, focused on carers needs. Not forgetting, of course, the in-house sessions provided by Willowbrook staff.

I believe this HNA approach is first and foremost caring on the patients and their carer's.

I have received complementary therapies and relaxation from Willowbrook, both as a 1-1 and a group. The transformation has been amazing! From being anxious before the sessions, to feeling calm and relaxed, after the session, the change was both mental and physical. The sessions continued weekly, usually on a Friday, thus facilitating the convenience to attend the Tea to the Team for fortnightly Friday sessions. As I continued these sessions, I found that the positive effect that I felt after the session stayed with me through to the following weekend.

I believe that setting a positive mind set has been beneficial, to continue with a normal life despite significant progression in my disease, it's not just down to me though, the support of my family, friends, Upper GI staff, and not least from the Willowbrook staff.

### Here is another letter we received from a patient called Terri...

"In June 2024, our world shifted when my amazing dad, John, was diagnosed with stage 4 brain cancer. At the time, I was heavily pregnant with my daughter, and just a few weeks later, she was born. To make things even harder, my mum also became unwell – suddenly, I was juggling new motherhood with caring for both of my parents.

Then, on the 8th of August, Dad was admitted to Willowbrook Hospice. He spent six precious weeks there before he passed away – weeks that gave us time, comfort, and connection we never thought we'd have.

I can't express how grateful I am for those six weeks. Thanks to the incredible care he received at Willowbrook, Dad's condition stabilised, and we were able to just be with him – not as carers, but as family. We laughed, talked, made memories. He even got to watch his beloved Saints play from his bed – the staff made sure of that.

At first, Dad didn't want to go to the hospice. But once he arrived, he knew it was the right place. It truly felt like a home-from-home. Everyone – from the nurses and doctors to the housekeeping and café staff – treated us like family. We were even able to bring our dog in to visit him.

As a new mum, I was walking through the hospice doors with my newborn daughter in my arms, and the staff and volunteers welcomed us with such warmth. They fussed over her, cuddled her, and gave me space to just sit with Dad, to be his daughter again.

Nearly a year later, I'm still supported by Willowbrook through their bereavement counselling service. And this year, we're taking on the Moonlight Walk in Dad's memory.

We'll be walking not just for him, but for the whole Willowbrook team – to help raise funds so more families can have what we had: time, dignity, and love in the most difficult moments.

We'll never forget what they gave us. Thank you, Willowbrook. We are forever grateful."

**Terri**



Cheshire and Merseyside

Ref: Willowbrook Hospice

NHS Cheshire and Merseyside ICB  
No1. Lakeside  
920 Centre Park Square  
Warrington  
WA1 1QY

29<sup>th</sup> August 2025

Sent by email to:

Lynda Finney, Executive Clinical Director  
LyndaF@willowbrookhospice.org.uk

Re: 2024/25 Quality Account Statement

Dear Lynda,

NHS Cheshire and Merseyside Integrated Care Board (ICB) have worked closely with Willowbrook Hospice throughout 2024/25 to gain assurance that the services delivered are safe, effective, and personalised to patients. The Quality Account demonstrates how the Willowbrook Hospice team continue to deliver excellent services whilst working in a challenging financial time we have seen in much of the hospice sector.

Highlighted within the Quality Account are many successful achievements made as an organisation, which will no doubt benefit patients, families and the local population, to name but a few;

- Chatty Café focussing on the prevention of social isolation
- Several successful fundraising events, including the success of *Strictly Glitter Ball* raising a tremendous amount of money
- Opening the doors of the new Willowbrook Fashion and Home store in Kirkby. The store is unique in the area for being the only charity retailer stocking furniture
- Using a funding grant to build a tranquil space for therapeutic activities

The ICB commend Willowbrook Hospice for its focus on patient safety, particularly the work undertaken with their implementation of PSIRF. The collaborative work undertaken to enable a new systems way of learning is to be highly recognised, and as an ICB, we have enjoyed being a part of this achievement. The ICB will continue to support Willowbrook Hospice on their PSIRF journey and observe the benefits of the new approach to patient safety and learning going forward.

It is positive to see how the 2024/25 priorities team have achieved in, one example being through the partnership working with the Motor Neurone Disease Association (MNDA), the ICB look forward to seeing the continuation of growth with this collaboration to support people living with MND.

NHS Cheshire and Merseyside  
No 1 Lakeside, 920 Centre Park Square  
Warrington, WA1 1QY

✉ Communications@cheshireandmerseyside.nhs.uk  
📍 Cheshireandmerseyside.nhs.uk



Cheshire and Merseyside

The acknowledgement that some difficult decisions had to be made in 2024/25 and the impact to some of your service provision. PLACE was put on hold due to staffing issues, as identified, 2024/25 has been a challenging time, we look forward to understanding the 2025/26 PLACE results to ensure the environment remains patient and carer focused to support their needs. The ICB understand the hospices setback and disappointment in progressing the 2024/25 priority of *Wider Family Liaison & Bereavement Support* pilot, this delay being due to limited workforce capacity. Although not mentioned in the 2025/26 priorities the ICB would be keen to see this progression continue.

It is clear to see that Willowbrook Hospice understand the rich value in supporting staff and volunteers and encourage training to enhance clinical expertise. Highlighted within the account the *'Wellbeing Week'* at the hospice, a global celebration to recognise the awareness and importance of own wellbeing. The impact of the Practice Development Facilitators delivering their expertise knowledge of End of Life training to care home staff is a fantastic example of system wide support and by enhancing these skills will support healthcare within the local population.

The Hospice's active clinical audit programme has been described within the account and assures oversight of clinical effectiveness. Highlighting areas of ongoing work required following recommendations with VTE, Delirium and Infection Control.

Finally, the quality account reflects the commitment Willowbrook Hospice has to patients and family centredness, the patient feedback emphasis the strong message of how valuable the Hospice is to the community, highlighting high scores when providing patients and family with dignity and respect.

The ICB would like to thank Willowbrook Hospice for the opportunity to review the Quality Account. We are in support your 2025/26 priorities going forward and look forward to the ongoing collaborative relationship.

Yours sincerely

Chris Douglas MBE (she/her)  
Executive Director of Nursing & Care  
NHS Cheshire and Merseyside ICB

cc. Kerry Lloyd, Lisa Ellis, Helen Meredith

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*“The staff at Willowbrook have shown me the true depth of compassion that can be offered to a patient. I have really enjoyed seeing the extra lengths staff go to, to support and care for their patients. The nursing staff and HCAs do all that they can to maintain their patients’ dignity.*

*I have also noticed the staff are very careful around Clinical Governance and confidentiality, never sharing patient data with those who aren’t privy.*

*As a student, I have learned so much about palliative care, particularly how the concept of total pain applies and how complementary therapies can benefit patients. I have really enjoyed the learning opportunities and spokes offered such as the Mayfly course, community, breathlessness management, outreach and complementary therapy.”*

*– 2nd Year Student Nurse*

*“We approached Willowbrook to offer us this training as the GSF is only a three year accreditation. We have over 70 members of staff here, we have had to arrange the course in a number of sessions so that everyone can attend on their non working days.*

*This has been a very positive experience, we have all felt empowered and have learnt so much. We have always had a good relationship with Willowbrook, as they provide a helpline service support to us.*

*Willowbrook’s Practice Development Facilitators are very good at what they do, and very knowledgeable. The training has been delivered in a way that helps everyone understand well, we ensured that all staff from different ranks were to attend the training. Learning off Willowbrook directly is a great opportunity. Our desired goal is to give our residents the best experience during the time they have with us.”*

*– Care Home Manager*

Willowbrook Hospice

## Willowbrook Hospice



### Are services

Safe?	Good
Effective?	Good
Caring?	Outstanding
Responsive?	Outstanding
Well led?	Good

The Care Quality Commission is the independent regulator of health and social care in England. You can read our inspection report at [www.cqc.org.uk/location/1-116789258](http://www.cqc.org.uk/location/1-116789258)

We would like to hear about your experience of the care you have received, whether good or bad.

Call us on 03000 61 61 61, e-mail [enquiries@cqc.org.uk](mailto:enquiries@cqc.org.uk), or go to [www.cqc.org.uk/share-your-experience-finder](http://www.cqc.org.uk/share-your-experience-finder)



Registered Address:  
**Willowbrook Hospice, Portico Lane, Prescot, Merseyside, L34 2QT**  
**Tel: 0151 430 8736**  
**[www.willowbrook.org.uk](http://www.willowbrook.org.uk)**

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Registered Office: Portico Lane, Eccleston Park, Prescot, Merseyside L34 2QT