

Fundraising Strategy Summary April 2018 – March 2021

Executive summary

- The fundraising strategy for 2016-2018 has delivered significant growth in gross voluntary income to £90.8k in 2017/18.
- The charity is spending far more on enhancing patient care than is received in donations. Net losses exceeded £134k in 2017/18.
- This strategy describes how the charity can invest fundraising resources to address this shortfall and grow gross income to £322k in 2020/21 across three main areas:
 - **Increasing community and corporate income** by hiring a community fundraiser and engaging with organisations in the local area.
 - **Increasing single, regular and in memory giving** by investing in giving platforms and looking after supporters better.
 - **Increasing legacy giving** by championing the importance of legacies to the hospice. This will pay dividends beyond 2020/21.

Financial Year	2015/16	2016/17	2017/18	2018/19 forecast	2019/20 forecast	2020/21 forecast
Voluntary Income (£)	24,000	55,424	90,829	159,000	210,500	272,000
Legacy Income (£)	11,000	0	0	0	10,000	50,000
Gross fundraising income (£)	35,000	55,424	90,829	159,000	220,500	322,000
Total fundraising exp. (£)	-6,277	-52,823	-54,848	-117,374	-131,103	-142,217
Exp. as % of gross income	18%	95%	60%	74%	59%	44%
Investment Income (£)	73,000	89,754	80,000	80,000	80,000	80,000
Expenditure on charitable activities (£)	-238,103	-247,021	-250,000	-314,123	-323,547	-333,253
Net total (£)	-136,380	-154,666	-134,019	-192,497	-154,150	-73,470

- This forecast assumes that the Trust will work to align the charity fundraising strategy with the long-term clinical strategy for Pembroke. By working towards a shared long-term vision and projects that support this, we can secure increased support across all income streams. Especially with legacy giving, trusts & foundations and major donors.

Context

- The Charitable Funds Committee (CFC) and the Pembridge team hired a dedicated Pembridge Fundraising Manager in February 2016.
- The Fundraising Manager wrote a two year fundraising strategy for 2016 – 2018, ratified by the CFC in July 2016. The strategy focused on maximising in memory income and communicating the need for gifts and support with internal and external stakeholders, particularly hospice patients.
- Gross fundraising income increased to £90.8k (net £35.9k) in FY 2017/18.
- Legacy gifts from more than 10 years ago have formed the bedrock of the charity. Thanks to the investment of these legacies, the charity has been able to commit to funding permanent staff posts and projects that have a significant impact on patient care at Pembridge.
- Investments provided the largest amount of annual income to the fund before 2017/18, with an average of £80,033 received per annum from 2012-2017.

The need for fundraising

- The charity has committed to funding the following staff and services in 2018/19. The spending outlined here just shows some of the many ways that gifts to the charity improve patient and family care.

Description	Budget 2018/19 (incl. on costs)
1. Arts and crafts teacher	£33,397
2. Massage therapists x 3	£82,242
3. Rehabilitation assistant	£28,800
4. Occupational therapist	£11,783
5. Palliative physiotherapist	£11,783
6. Volunteer support	£46,118
7. Interact reading service	£20,000
8. Additional small funding requests	£40,000
Total	£274,123

- The charity expects these costs to increase over time and for there to be increases in expenditure as one-off projects are identified, such as the Patient Comfort Appeal being put together for 2018/19.

The Pembridge case for support

A) Overview

Life. To the fullest. For everyone with a life-limiting illness and those close to them.

- Our case for support looks at the challenges faced by people with a life-limiting illness and why they need the caring support of the Pembridge team.
- We communicate our case for support through the words and case studies of patients, family members, friends and hospice staff. We also use facts and figures. Read our full case for support in appendix item 12.1 and see an example below:

B) Vision and Mission

The hospice team and charitable funds committee agreed the following vision and mission statements in 2016:

Vision

The vision communicates what we believe are the ideal conditions for Pembridge and the charity i.e. how things would look if palliative care for the local community were perfectly addressed.

- The best clinical care for people living with a terminal illness and their families.
- A strong multi-disciplinary approach to relieving pain, anxiety and loneliness so that people can live life to the fullest.
- Physical, mental and spiritual wellbeing for our patients and their families.
- Engagement in and understanding of palliative care in the local community.

Mission

A broad statement of what we are going to do and how we are going to do it.

- Enhance holistic and clinical care for patients by funding additional services and equipment.
- Relieve pain, fear and loneliness through complementary therapies for every patient who can benefit from them.
- Support hospice staff in providing the best possible care by funding specialist staff training.
- Provide the best possible care for patients and assist staff by recruiting and supporting volunteers.
- Make the hospice a more homely environment and ensure that patients feel valued by funding 'little extras' like flowers and birthday presents.
- Provide specific new services, spaces and/or equipment by developing large capital appeal projects as the need arises.
- Develop and promote the palliative care available to the local community by working with internal and external stakeholders.

c) A patient case study: Carol Johnson

When I was 38 I fell over. I thought it was just a one off, but then I started falling on the street, at home and at work.

At age 40 my doctors diagnosed me with motor neurone disease (MND), which attacks the parts of the brain that control my muscles.

It is a progressive disease that over time has taken away my ability to walk and talk, as well as effecting how I eat, drink and breathe.

After I was diagnosed with MND my boyfriend left and my best friend said she could not be friends with me anymore. My sister Jo and my family were always by my side though.

When I came to Pembridge things started to change. I was happier and made good friends with other patients.

I came to Pembridge six years ago at age 47. My confidence had disappeared and I was embarrassed because I had to use a machine to communicate. When I visited the day hospice for the first time the care assistant Pat took me under her wing and arranged counselling straight away.



Pembridge is now my second home and I visit three times a week.

My therapeutic massage sessions with Tanya help so much with the stiffness that my MND causes. I wish I could take her home! When I am around Bronwyn the art teacher I forget that I am ill. She makes me laugh and teaches me things I never thought I could do.

After falling at home in 2012 I was only able to move around in a wheelchair. I felt so limited.

Vanessa the rehabilitation assistant started working with me in 2015 and got me walking again. It was fab and I was on a high! What an incredible feeling to walk again.

Without the Pembridge team in my life I would probably be at home getting more and more depressed and crying. When I come here I have fun and laugh and forget that I am seriously ill.

I love the Pembridge team because they have made me feel alive again.

D) The facts and figures

Pembridge Hospice

- The Pembridge team care for more than 1,000 patients every year and those close to them.
- We focus on holistic care that improves quality of life. This means we care for people's physical, emotional, spiritual and social needs.
- We care for people and families at every stage. From diagnosis, through the ups and downs of their illness, to death and beyond, providing bereavement support to loved ones.
- The community team look after 250 - 300 people in their own home at any one time.
- The inpatient unit has 13 beds available, with patients staying for 15 days on average.
- Up to ten patients visit the day hospice every Monday, Wednesday, Thursday and Friday for symptom control, massage and art therapy, socialising and spiritual care.

Pembridge Hospice Charity

- The charity needs to fundraise more than £275,000 a year to improve the care provided by the Pembridge team and to make the hospice a better place to live.
- The charity raises awareness of the hospice through speaking engagements, marketing and online activity. This helps patients and those close to them to better understand the nature of hospice care and that hospices aren't just 'places people go to die'.

Death and dying in the UK

- Britain's older population is set to sharply increase in the next few decades.
- The number of people aged 85 and over is expected to double in the next 20 years
- The number of people aged 100 or over is expected to increase more than eight-fold by 2035 – to more than 100,000.
- The number of young adults living with life-limiting conditions is also on the increase and there is evidence of growing numbers of young people with highly complex needs [moving from children's services into adult care](#).

E) Making support tangible with 'shopping lists'

The charity funds many different staff roles and services for patients. By breaking these down into 'bite-size' chunks we can further encourage donors to understand how their donations make a difference.

Single gifts and regular giving

Your gift can make a real difference

£250 could sponsor a new nurse to receive specialist palliative care training and provide the best possible care for our patients.

£120 - or **£10 a month** for a year – could fund a day of rehabilitation sessions that help people to live at home for as long as possible with independence and dignity.

£60 - or **£5 a month** for a year - could fund enough art supplies for two weeks of fun and creative art sessions.

£36 - or £3 a month for a year - could provide a 30 minute therapeutic massage session at home for someone living with pain and anxiety.

£12 could buy a birthday present for a patient with no family

Legacy gifts and major donors

Make the gift of a lifetime for our patients

£400 could provide one week of therapeutic massage sessions for our patients, reaching about 25 people. The wife of one patient told us that "when my husband has a massage it is the one day of the week he is not in pain".

£1,000 could sponsor four nurses to receive specialist palliative care training so they can deliver the best care for people with complex needs.

£10,000 could give our patients four months of rehabilitation therapy support, helping them to maintain independence and dignity with everyday tasks that we all take for granted. Things like washing and feeding ourselves, walking to the shops or getting out of bed in the morning.

£50,000 could provide all complementary therapies for about six months, helping to relieve pain, anxiety and loneliness for hundreds of people and improving their quality of life.