



*well wishers*

Raising funds to make a difference

Walsall Healthcare Charity (no 1057416)

# Fundraising Strategy

## September 2022 - 2025



**Donate**

**Fundraise**

**Support**

**Legacies**

**Events**

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Walsall Healthcare NHS Trust is an integrated Trust and the only provider of NHS acute care in Walsall, with inpatient and outpatient services at the Manor Hospital as well as a wide range of services in the community.

Walsall Manor Hospital houses the full range of district general hospital services under one roof.

The £170 million development of the Pleck Road site was completed in 2010 and the continued upgrading of existing areas ensures the Trust now has a state-of-the-art Critical Care Unit, Neonatal Unit, Obstetric Theatre and Integrated Assessment Unit facilities. Work on its multi-million pound new Emergency and Urgent Care Centre development, which will house a new Emergency Department (including Children’s Emergency Department), co-located Paediatric Assessment Unit, Acute Medical Unit and Urgent Care Centre, is also due to be completed in autumn 2022.

The Trust provides high-quality, friendly and effective community health services from 60 sites including Health Centres and GP surgeries. Covering Walsall and beyond, its multidisciplinary services include rapid response in the community and home-based care, so that those with long-term conditions and the frail and elderly, can remain in their own homes to be cared for wherever appropriate.

Walsall Together is a partnership of health, social care, housing, voluntary and community association organisations that are working together to improve physical and mental health outcomes, promote wellbeing and reduce inequalities across the borough.

As a partnership it is focused on reducing health inequalities by focusing on not just health but the wider determinants of health, these include housing, education and employment and the vital role that people and communities play in health and wellbeing. Reducing health inequalities means giving everyone the same opportunities to lead a healthy life, no matter where they live or who they are. Prioritising early intervention and prevention rather than treatment, Walsall Together looks at ways to support people and communities to live independently and have active, prosperous and healthy lives.



# Background

This document sets out the fundraising strategy for Walsall Healthcare's charity; "Well Wishers". The Charitable Fund is a registered charity, number 1057416.

Walsall Healthcare NHS Trust has delegated the responsibility to manage the Charitable Fund to its Charitable Funds Committee. The Chair of the committee is a Non-Executive Director of the Board and the Executive Lead is the Chief Financial Officer.

Fundraising sits within the portfolio of Communications, Marketing and Engagement. There is a dedicated Fundraising Manager and a business case has been put forward to appointment a Fundraising Support Officer - both will feed into the Charitable Funds Committee and sit within the Communications Department.

## Well Wishers Brand Statement



Walsall Healthcare NHS Trust is guided by five strategic objectives which combine to form the overall 'vision' for the organisation.

Complementing this are our 'values', a set of individual behaviours that we wish to project amongst our workforce in order to deliver effective care for all.

### Our Vision: **Caring for Walsall together**

"Caring for Walsall together" reflects our ambition for safe integrated care, delivered in partnership with social care, mental health, public health and associated charitable and community organisations.

### Our Objectives: **Underpinning the vision**

The organisation has five strategic objectives which underpin our vision of 'Caring for Walsall together', and they are to:

- Provide safe, high-quality care;**  
We will deliver excellent quality of care.
- Care at Home;**  
We will host the integration of Walsall Together partners, addressing health inequalities and delivering care closer to home.
- Work Closely with Partners;**  
We will deliver sustainable best practice in secondary care, through working with partners across the Black Country and West Birmingham System.
- Value our Colleagues;**  
We will be an inclusive organisation which lives our organisational values without exception.
- Use Resources Well;**  
We will deliver optimum value by using our resources efficiently and responsibly.

The organisation's values, as chosen by staff, were launched in July 2018 however, over the next 24 months, you will see a joint set of values and a refreshed vision in-line with the collaborative working between Walsall Healthcare NHS Trust and The Royal Wolverhampton NHS Trust.



## Our Values: Upholding what's important to us as a Trust

Our values, coupled with individual behaviours, represent what we wish to project in our working environments.

<b>Respect</b>	<p><b>We are open, transparent and honest, and treat everyone with dignity and respect.</b></p> <ul style="list-style-type: none"> <li>I appreciate others and treat them courteously with regard for their wishes, beliefs and rights.</li> <li>I understand my behaviour has an impact on people and strive to ensure that my contact with them is positive.</li> <li>I embrace and promote equality and fairness. I value diversity and understand and accept our differences. I am mindful of others in all that I do.</li> </ul>
<b>Compassion</b>	<p><b>We value people and behave in a caring, supportive and considerate way.</b></p> <ul style="list-style-type: none"> <li>I treat everyone with compassion. I take time to understand people's needs, putting them at the heart of my actions.</li> <li>I actively listen so I can empathise with others and include them in decisions that affect them.</li> <li>I recognise that people are different and I take time to truly understand the needs of others.</li> <li>I am welcoming, polite and friendly to all.</li> </ul>
<b>Professionalism</b>	<p><b>We are proud of what we do and are motivated to make improvements, develop and grow.</b></p> <ul style="list-style-type: none"> <li>I take ownership and have a 'can-do' attitude. I take pride in what I do and strive for the highest standards.</li> <li>I don't blame others. I seek feedback and learn from mistakes to make changes to help me achieve excellence in everything I do.</li> <li>I act safely and empower myself and others to provide high quality, effective patient-centred services.</li> </ul>
<b>Teamwork</b>	<p><b>We understand that to achieve the best outcomes we must work in partnership with others.</b></p> <ul style="list-style-type: none"> <li>I value all people as individuals, recognising that everyone has a part to play and can make a difference.</li> <li>I use my skills and experience effectively to bring out the best in everyone else.</li> <li>I work in partnership with people across all communities and organisations.</li> </ul>

## Our Vision and Values provide the backdrop that drives our fundraising activities.

While there has been a longstanding tradition of giving in Walsall, it is an area that has some of the highest levels of poverty in the country and its economic position is a difficult one. The Trust's income from charitable donations has been unpredictable in recent years. In 2021, however, there was an increase in funds and a change in the investment company saw funds well above the reserve.

Income into the Trust Charitable Fund has been inconsistent as shown here:

**15/16 £316k**

**16/17 £553k**

(including £327k LoF – net £327k)

**17/18 £315k**

(including £139k LoF – net £176k)

**18/19 £272k**

(including £37k LoF – net £235k)

**19/20 £236k**

(including £30k LoF – net £206k)

**20/21 £443k**

(including £17k LoF – net £426k)

The income has been generated through donations, legacies, fundraising events and investments. This also includes funds from the League of Friends charity (LoF) that until recently played a huge part in raising funds for the hospital. Funds were ringfenced for medical equipment. Unfortunately, due to the pandemic and a number of internal issues, they no longer work from within the Trust and therefore its support has ceased.

The market value of the investments improved by £176,000 by the end of March 2021 as the restructured portfolio recovered during the COVID-19 pandemic. During the year the charity realised a net gain on revaluation and disposal on the portfolio investments totaling £256,000 which contributed to the overall increase (i.e. £560,000) in the charity's available funds.

The value of the Portfolio has fluctuated considerably in the last few years as a consequence of a reduction in the level of donations, increased levels of expenditure and commitments, and the economic uncertainty created by Brexit and the global pandemic. The investment manager's growth strategy was affected by the significant loss in value of investments during 2019/20 and the Trust's cash requirement to settle creditor commitments. The investments have recovered whereby a significant number (40%) that had fallen below their original investment cost are now on par, if not exceeding, the initial investment.



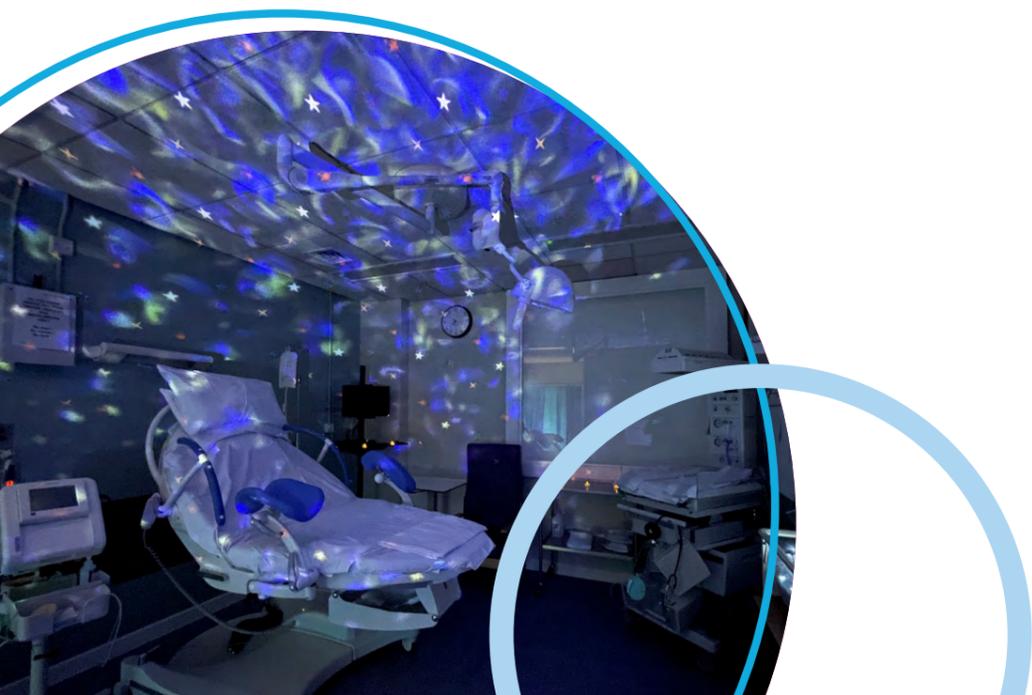
The approach to fundraising has historically been primarily reactive. This has highlighted the need for a dedicated resource in the Fundraising Team to develop a more proactive and strategic approach along with a review of systems and processes to ensure Best Practice.

In 2016 the Charitable Funds Committee appointed a full-time Fundraising Manager, Georgie Westley, to lead the implementation of fundraising throughout the Trust and surrounding areas. The post-holder also works Engagement and Membership.

The Fundraising Manager has focused on networking, promotion (both within the organisation and externally) and more targeted engagement. She has established an annual events calendar, which includes larger charity events, and has provided opportunities for partnerships with local businesses, Walsall Black, Asian and Minority Ethnic communities and borough organisations.

The considerable efforts that have been made to raise the profile of Well Wishers are proving successful with the creation of a Fundraising Hub and a seating area within the main atrium of the hospital. This also shows that there is still much to be done at this local level before any consideration could be given to establishing a large scale appeal for a major project such as a new build.

As Walsall Manor Hospital is not a specialist centre it cannot compete with the likes of Birmingham Children's Hospital for example and there is also reluctance among communities to pay for things they believe the NHS should provide. The provision of a new unit, for example, is perceived by the public as something that should not need fundraising. Enhancements to improve the patient experience within that unit, however, would be looked upon favourably by the public.



## Objectives

The purpose of this strategy is to outline some of the driving forces influencing fundraising, particularly the Trust's Charitable Fund, and to look at how we can respond to these challenges to maximise the potential for raising awareness and funds.

This may be through the Fundraising Team's own activities or through joint activities with charitable and other partners.

We want to ensure that the strategic priorities of the Trust Charitable Funds are aligned to the Trust's objectives in order to support its wider ambitions and commitments.

The charity is engaged with Walsall Healthcare NHS Trust's planning for major capital developments to ensure any opportunities for fundraising are maximised. For example, the Fundraising Team is currently working alongside the Urgent and Emergency Care Centre Development Project Team on a Heritage Lottery grant for internal and external work and also supporting the ICU on its plans for an external rehabilitation area. In the community, plans are still in place to create a stroke rehab area in the grounds of Hollybank House and this will be funded through a current appeal.

We need to see greater engagement with staff, patients, key stakeholders and the public who are all invaluable in helping us to raise the charity's profile, enhance the Trust's reputation and create a greater awareness of the services that we offer to the residents of Walsall and beyond. This could be achieved through greater social media presence including online activities/sales and frequent charity roadshows across all sites.

Well Wishers is in place to support the health and welfare of patients through improvements to the patient environment, supporting staff training to improve patients' care and the purchase of additional equipment.

With the growth of the Fundraising Team we will achieve a more proactive and strategic approach to Fundraising Team to ensure we continue to capture the "hearts and minds" of the people of Walsall and support the development of new services and innovation. The Fundraising Manager will continue to work with Communications to build meaningful relationships with individuals, organisations and businesses and community groups. For fundraising to be truly effective significant effort is required to build on, manage and service these relationships.

We want to raise the profile of Well Wishers both internally and externally which will help drive up income and donations.

We need to explore wider opportunities to boost income including sourcing potential bids as well as greater engagement from the larger businesses in the area for example whg and South Staffs Water.

Further encouragement and support will be provided to people and organisations which organise fundraising events of their own and greater effort will be made to encourage others to get involved.

We need to continue to build the charity's presence on digital and social media networks. All events, donations and appeals are promoted via these channels and this in turn encourages others to participate or organise their own events. This will also include looking at selling goods from the fundraising hub online and providing online events if appropriate.

# Key messages

Well Wishers will aspire to:

**Continue to support healthcare improvements which enable local people to live healthy lives.**

**Continue to support the Health and Wellbeing agenda for staff across the Trust.**

**Play a key role in the development of first class healthcare for the patient population.**

**Support individual Fund Holders, staff or volunteers so that they can ensure correct spending of funds.**

**Fundraise on a rolling basis for the Charitable Fund for use at a local level by specific institutions /services/projects or small partnerships/collaborations.**

**Ensure excellent Value for Money for those who 'invest' in the charity and keep them updated and informed.**

**Become the preferred charity of choice for local people.**

As a small, local charity, Well Wishers is competing with national charities such as Macmillan Cancer Support. Its unique selling point is the fact that the public can see exactly where their donations go – they are not “swallowed up” in admin fees or other hidden costs. When Well Wishers raised £15,000 for a new sensory room refurbishment at the Child Development Centre in Shelfield, for example, everyone who supported through fundraising activities or donations was invited to its official opening.

Fundraisers and supporters are able to specify which service or area (funding pot) they want their donations to be used for. We often have grateful former cancer patients, for example, who want to support the Chemotherapy Unit.

Donations from patients, family members, carers, organisations, businesses and individuals provide valuable support for the activities, equipment and service enhancements that are outside the core funding responsibilities of the NHS - which are unaffordable to the Trust and do not fall within the terms associated with contracted services.

To achieve our aim, the charity will focus on a number of key priorities which will best be achieved by working in partnership with staff, patients and the public and this commitment will underpin the strategic vision of the charity.

## Target Audience

**Walsall Healthcare staff and volunteers**

**Trust Board**

**Local businesses** – including a focus on maximising opportunities through match funding projects or Corporate Social Responsibility

**Partners**

**The public**

**Media**

There have been many notable achievements over the last few years and these include:

The creation of “Lolly’s Place” – a “chill out” room on our paediatric ward in memory of a teenage asthma sufferer.

Reflection/Remembrance area - working with staff and external companies, an area of reflection/remembrance has been created at the hospital site for all of those in our community affected by COVID-19. This also houses the reflection stones, an event supported by the charity in June 2020.

Providing TVs for refurbished wards.

After the Fundraising Team distributed support rainbows across the Trust during the pandemic, arrangements were made for these to be featured in a large rainbow artwork as a lasting reminder of the support the NHS received.

Establishment of the Fundraising Hub.

Playing a part in the Health and Wellbeing support across the Trust during the pandemic.

Supporting Goscote Hospice – one example is making Christmas come early for end of life patients.

# Key achievements

A revamped seating area near the Level 1 café for patients to take a break.

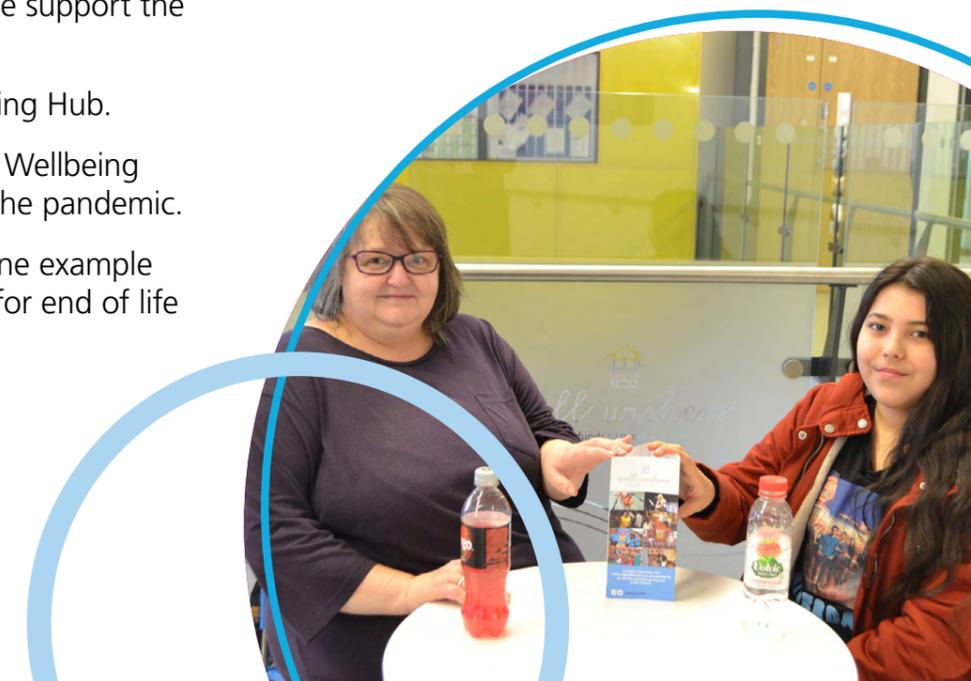
Provision of Blossom Boxes to improve and standardise end of life and bereavement care for hospital inpatients and strengthen support for their families and carers.

NHS 73rd Birthday and The Big Tea.

Funding for our Community Neurological Rehabilitation Team to train in adaptive Tai Chi to support patients to manage their conditions such as Parkinson’s Disease and Multiple Sclerosis.

Purchase of an additional scooter to help less mobile patients get to their appointments.

Refurb of patient/family rooms on wards.



# The impact of COVID-19

Well Wishers has been, and continues to be, affected significantly by the COVID-19 pandemic as for a lot of the time face to face fundraising activities have had to stop. This includes events and activities in the atrium and the sale of goods has dropped through the Fundraising Hub. This is improving - especially since the return of signed in visitors.

Income generated through the Fundraising Team's previous office, the Purple Hub, saw sales and donations for the financial period 1/4/19 – 31/3/20 reach £77,166.46 and this has funded some of the items above. It inspires the team to aim for this amount - if not more - when the time allows.

A marketing pack has been put together, in partnership with Best of Walsall, which will generate income for the charity. This will hopefully be launched during 2023 as it was also put on hold due to the pandemic. It would have been inappropriate to launch it at a time when services are still subject to restoration and recovery and there are much fewer numbers of visitors in the hospital to see TV adverts or browse stands.

During the pandemic, however, relationships with the local community and businesses have grown through the support to NHS staff and their health and wellbeing. We have also benefited from some sizeable monetary donations; particularly as thank yous for care received.

Whilst core fundraising activity paused, the charity has had a key role during the pandemic. It has acted as a collection point for the donations that have been pouring into the Trust such as meals, drinks, snacks, uniform bags and visors.

The charity realised it needed to look at different ways it can fundraise and will look to run on-line fundraising/selling. It will also continue to liaise with, and inform, valuable links with members of the community which it hopes to continue to work with and knows it could turn to for support.

This has proved an important time for the charity to support the health and wellbeing of staff and relationships are very strong now with a number of large clinical areas including ICU. The charity will continue to support the Health and Wellbeing agenda.

A makeover for the Discharge Lounge for patients waiting to go home.

Becoming a member of the Best of Walsall group for businesses.

Establishing Make A Will Fortnight with local firm Enoch Evans.

Creating a Well Wishers marketing pack allowing companies to use Trust's TV screens, atrium space, Dose staff bulletin and social media which will in return increase funds and provide sponsorship for events funded through the charity.

Becoming a member of NHS Charities.

Becoming a member of Black Country & West Birmingham STP.

Increase in invitations to talk at local groups including Hindu ladies friendship group, Rotary Clubs, Best of Walsall, Soroptismist Groups.

Close relationship with local faith groups.

Increased local media coverage.

Chosen charity for Best of Walsall, Marks & Spencer (Wednesbury) and Saddlers shopping centre, WARRANT.

Successful Christmas appeals.

Greater social media presence.

Opportunity to share in Pioneer magazine free of charge – distributed locally.



# Priorities for 2022 - 2025

## Well Wishers charity hub:

Now that the charity has its own hub and money is secured through NHS Charities' funding for a full refurbishment, the Fundraising Team will continue to develop this base and use it to its full potential for not only selling goods and a place for information but also a marketing area for businesses signed up to the marketing pack and local stalls which rent a space. The hub will be used to its full potential with added resource through the submission of a recent business case which will ensure that the Fundraising Manager can pursue further external support from local businesses and community groups. This creates opportunities to look at bids/business cases on a larger scale.

## Achieving our vision and mission:

A huge piece of work will be carried out across the Trust to ensure that colleagues are fully aware of the charity, how charitable funds are used and how they can benefit their work area and the care they provide. It will also explain how staff can get involved including encouragement to become a Fundraising Ambassador for the charity. The team will work with divisional fund managers to ensure they are aware of funds available for their service, that people are supported in applying and filling out necessary forms when applying for funds, that presentations for applications over £5,000 are presented personally to the Trustees and that the process is quick and efficient.

## Legacies:

Although the charity has, during 2021 and 2022, received a number of large legacies we need to maximise potential legacy donations as these are difficult to forecast year on year. One idea is to launch a Leave a Legacy campaign. Guidance has been provided by a local law firm and assurance around legacy donations dropping nationally has been given. Working with contacts in the media and our community, the aim of the Leave a Legacy campaign is to have a higher profile within the community and within the hospital and increase the number of legacies left.

We have also worked closely with the family of a former patient who left a considerable legacy which has been featured in our newsletter and social media. We will continue to use this legacy as an example and as part of the Leave a Legacy campaign.

Relationships are being developed between the Goscote Hospice (formerly St Giles) helped by the fantastic support the charity provided to some of its End of Life patients pre-Christmas. Work will continue with the team to provide fundraising events and raise awareness.

## Current organisations which support the charity, potential growth and Corporate Responsibility (CSR).

We have many organisations/businesses that the team can currently turn to for support including:

- **Warrant**
- **Best of Walsall (hosting more than 300 businesses)**
- **Supermarkets (incl. Tesco, Morrisons and Asda)**
- **Enoch Evans Solicitors**
- **Coinadrink**
- **Homeserve**
- **Wolverhampton Wanderers**
- **Walsall FC**
- **Muslim Association (Walsall)**
- **Darbar Sri Guru Granth Sahib Ji**
- **AF Blakemore and Son Ltd**
- **Steps to Work**
- **Starbucks**

We could potentially expand the support we receive from these through community bids, CSR, 1-1 meetings, business breakfasts, marketing pack and building a more personal, robust relationship.

The charity is currently looking to work with more companies to support them in playing their responsible part in society and giving back to society, a big part of which is supporting a charity. We have launched this through LinkedIn as this is the platform to reach larger companies are also covering it through all social media currently in place. This has been supported by a media release and Walsall businesses such as Severn Trent Water Board and Walsall Housing Group will be approached. We will also look to expand relationships.

## Pot Luck Lottery:

We want to relaunch the Pot Luck lottery – particularly as many newer staff are unaware of it. And the administration of this needs to be strengthened to ensure the lottery is dealt with in a timely manner.

## Well Wishers charity and The Royal Wolverhampton NHS Trust Charity:

Both charities, while standalone, will be looking to carry out joint charity events that will support the collaborative working between Walsall Healthcare NHS Trust and The Royal Wolverhampton NHS Trust. This will include events that can be done across both sites like NHS Big Tea and the Queens Platinum Jubilee.

The charities will also look to support services that are supported over both trusts e.g. Pathology, Stroke.

Both charities support each other on the sharing of information and contacts.

### Key priorities 2022 onwards:

The charity will focus on the priorities above with a number of other key priorities listed below which will best be achieved by working in partnership with staff, patients and the public. This commitment will underpin the strategic vision of the charity. The ongoing impact of the COVID-19 pandemic along with current financial restraints on the country will also have to be managed and the effect monitored closely.

- **Well Wishers roadshow - in particular raising awareness across community services, paying particular attention to Goscote Hospice**
- **Capital Projects – Urgent and Emergency Care Centre build, Ward refurb, Chapel Refurb, ICU rehab**
- **Fund Managers' focus**
- **Legacy giving**
- **Charity Ambassadors**
- **Corporate Social Responsibility**
- **Collaborative working with The Royal Wolverhampton NHS Trust Charity**
- **Making good use of national events, for example Queen's Platinum Jubilee**
- **Growing the Fundraising Team**
- **Social media presence**
- **Refurbishment of Fundraising Hub**
- **Online events and retail**
- **Set a number of Key Performance Indicators to show and encourage growth and support**

## Risks:

The ongoing COVID-19 pandemic

The current economic climate. Inflation is at an all-time high causing the cost of living to rise which along with the Russian invasion of Ukraine means donations to the charity could be affected. Financial constraints will be felt by the community and businesses which may also wish to support other areas of identified need.

The charity is competing for a share of people's disposable income in a crowded marketplace at a time when the economic environment continues to be difficult as well as the NHS facing significant financial challenges and pressures.

The Fundraising Team is very small, consisting of a Fundraising Manager only at present, which has an impact on forward planning time as well as some day to day tasks.

Communications support is limited due to other priorities which delay development work.

Gaining support from Trust Board is difficult – particularly non-attendance at, or support for, events.

Staff – support with and awareness of charity procedures is needed. Staff lack of motivation with the Trust in general.

Closer collaboration and support is needed with finance colleagues.

## Evaluation:

**The charity's success will be measured against the following:**

- Income against target.
- Expenditure against budget.
- Number of people who pledge a legacy, donate, fundraise or hold events.
- Increase in staff signing up to the lottery.
- "Adoption" of Well Wishers as the chosen charity of a local business or organisation especially those wishing to achieve their Corporate Social Responsibility.
- Greater support from colleagues – many of whom could host/organise fundraising activities.
- Wider recognition of the Well Wishers brand.
- Further increase in media coverage and social media followers.

 [www.walsallhealthcare.nhs.uk/charity](http://www.walsallhealthcare.nhs.uk/charity)

 [georgie.westley@nhs.net](mailto:georgie.westley@nhs.net)

  [@WellWishersWHC](https://twitter.com/WellWishersWHC)

 [www.linkedin.com/company/well-wishers](http://www.linkedin.com/company/well-wishers)

**Caring for Walsall together**

