

ST RICHARD'S HOSPICE FOUNDATION

Minutes of the Annual General Meeting of St Richard's Hospice Foundation held on Thursday, 13 October 2016 at Wildwood Drive, Worcester

Present: Mr John Bawden, Chairman
Mr Mark Jackson, Chief Executive
Mr Richard Shaw, Honorary Treasurer
Mrs June Patel, Care Director
Mrs Tricia Cavell, Fundraising Director
Mr Dan Corns, Commercial Director

Secretary: Mrs Linda Preece

29 Members of the Association, staff, volunteers, friends and supporters

The Chairman welcomed honoured Guests, Patrons, Staff, Volunteers and Governors to the Annual General Meeting of St Richard's Hospice Foundation.

16/01 Apologies

Apologies were received from Patrons, Members, Staff and Friends (33 in all).

16/02 Minutes of the Annual General Meeting 2015

The Minutes of the previous Annual General Meeting held on 8 October 2015 were approved as a true representation of proceedings and duly signed by the Chairman.

16/03 Chairman's Report

The Chairman opened his tenth report by referring to the increasing numbers of patients and their loved ones who were cared for at the hospice and in the Worcestershire community. The rising numbers were demonstrated visually by a graph.

The Strategic Review, details of which had been shared at the previous Annual General Meeting, was well under way, with plans and costs being obtained to inform the way forward. The Chairman remarked on the close working relationship shared by the Council of Governors and the Senior Management Team as decisions had been made, ensuring that patient care remained at the forefront. He felt strongly that hospices should be measured on their effectiveness by the total patient care provided, whether on site or in the community, rather than the number of beds they were able to offer; however, St Richard's would continue to closely monitor demand.

The decision taken in 2010 to expand the Hospice@Home service had impacted hugely on patient care. The service now offered 2200 sits per year, providing clinical care, support and respite to patients and their loved ones in their homes. The Chairman said this was a classic example of identifying the need and prioritising funding and resource to enable patients to stay in their own homes if that was their wish.

In acknowledging that change was sometimes hard to accept, the Chairman gave assurance that patients and their families, staff and volunteers, as well as other

organisations had been fully involved in all stages of the process. It was intended that the end results would enable St Richard's to care for more patients and their loved ones, responding to their needs and exploring new ways of working.

The Chairman thanked the Governors for the breadth of knowledge and expertise that they brought to the hospice and also the Senior Management Team, who worked so closely with the Board to lead such an effective and efficient organisation. He added that St Richard's was in a strong position; with wonderful and devoted staff and volunteers.

In closing, the Chairman wished to thank all who supported and funded the hospice to allow it to continue provide much needed services for the people of Worcestershire.

Prof Richard Lewis expressed his thanks to the Chairman for his diligent service to St Richard's during the past 10 years.

16/04 Honorary Treasurer's Report and approval of accounts

The Honorary Treasurer had pleasure in presenting the Financial Report for the year ended 31 March 2016.

He reported that total income had increased by 12.7% to £8.38m, with total expenditure increasing by 3.6% to £7.6m. This had produced an income surplus of £751k, which was reduced to £584k (£356k for the previous year) after accounting for investment losses of £167k (£97k of this amount arising from the required technical revaluation at the financial year end). The net surplus increased total funds to £13.1m.

Of this total, £3.8m represented restricted funds received for specific purposes, £3.3m represented fixed assets and £216k represented investment revaluation reserve, leaving freely available funds of £5.8m. The Honorary Treasurer confirmed that the hospice Reserves Policy was to hold a minimum of 6 months operating costs, being £3.8m for 2015/16; the £2m residue was being applied towards the strategic review for 2016-26.

NHS funding had again been frozen, with the result that 76% of hospice funds had come from voluntary income (71% previous year). The fundraising and commercial teams had delivered excellent results, given the challenging and competitive charity environment. One standout feature of voluntary income had been a substantial legacy of £1.2m. This particular source of income was becoming an increasingly key component in St Richard's fundraising strategy.

Expenditure on charitable activities increased by 3.7% to over £5m for the year. It was estimated that over 1,000 volunteers generously gave over 155k hours of their time, which was costed at £1.16m.

The healthy state of St Richard's finances had been achieved through the dedicated hard work of the staff, volunteers and the incredible support of donors and the local community. The financial resources of the charity had thus enabled the governors to confidently explore and put together an ambitious strategic plan for the next 10 years.

The Honorary Treasurer thanked Finance Manager Dan Haigh and his team for maintaining the financial books and records and producing the financial management reports throughout the year. Auditor John Yelland & Company had given an unqualified audit report on the accounts. He explained that John Yelland had retired on 1 October when his practice merged with The Richard Sandy Partnership LLP, a similar Worcester

based accountancy practice. He was pleased to report that the same audit team, led by Helen Barber, would continue to audit the hospice.

On behalf of St Richard's, the Honorary Treasurer thanked John for all of his hard work over very many years and wished him well for a long and happy retirement.

The accounts for the year ended 31 March 2016 were approved by those present.

16/05 Chief Executive's Report

The Chief Executive referred to the extensive work that had been carried out on the Strategic Review during the year and thanked the staff and volunteers who had participated. For many this had been their first involvement in strategic development and they had found the experience educative and exciting.

He advised that the lottery previously shared with Acorns Children's Hospice had merged with Primrose Hospice to form the Worcestershire Hospices Lottery, which had delivered a £30k increase in profits to all three hospices in its first year. He thanked Dawn Scott and Helen Hammond for their hard work in ensuring a smooth transition.

The NHS grant obtained by the hospice had remained static for the fifth successive year, which in reality amounted to an inflationary cut in the region of 14%, which had to be covered by increased charitable funds. Whilst understanding the pressures on the Commissioners to implement cost savings in the Acute and Health & Care Trusts, the Chief Executive warned that the situation could not continue indefinitely and would continue to be monitored.

He referred to the national and local discussion regarding the need to integrate health care provided by the various elements of the NHS and social care provided by the Local Authorities. He stated that integration had yet to show any real results in Worcestershire, particularly because the County Council would continue to have serious "austerity" cuts imposed upon it until at least 2020. Inevitably this imposed greater demand upon community services and highlighted the importance of charities like St Richard's maintaining their independence and sustainability out with public services.

The decision that the NHS and Local Authorities of Herefordshire and Worcestershire should jointly design and deliver a Sustainability and Transformation Plan for the footprint of the two counties from the start of the next financial year would bring new challenges. The Chief Executive advised that St Richard's would endeavour to ensure that there were no adverse impacts upon patients and their families.

The Chief Executive brought his report to a close by thanking the people of St Richard's. At a time when some hospices in the West Midlands were reporting difficulties in recruiting staff, he was pleased to report that St Richard's continued to recruit staff and volunteers who brought a very wide variety of skills and experience.

16/06 Care Director's Report

The Care Director began by sharing Max's story of how Day Hospice helped him to start a new life; in which he described St Richard's as 'a place you come to learn how to live again'.

She was delighted to report that following an unannounced visit by the Care Quality Commission in March 2016, St Richard's' services were awarded a GOOD rating overall,

with some aspects of services rated as OUTSTANDING. She referred to the pioneering legacy left by former patrons, volunteers, governors and staff, which had provided such a strong foundation upon which to continually build on to improve care for patients and their loved ones.

She referred to the need for evidence based practice and research and advised that the hospice was becoming research active, which involved recruiting to national studies and investigating topics that really mattered to patients, such as hydration at the end of life. Patients and their families were seeing participation as a way of 'giving something back' and some other hospices in the region had adopted St Richard's' policies and procedures to enable them also to become research active.

A master's project undertaken by Dr Sarah Onions on the evaluation of GP perceptions of St Richard's described very positive feedback from GPs and emphasised the crucial importance of their relationship clinical nurse specialists. The research outlined very positive feedback about the support provided by Bereavement Support South Worcester, commissioned by South Worcestershire Clinical Commissioning Group, which was meeting a previously unmet need for families experiencing sudden death, including suicide.

Advancing methods of treatment meant that people were living longer with cancer and life limiting conditions and were therefore more dependent. They required complex symptom control, careful identification of patient preferences and priorities and highly skilled care and support from hospice doctors, nurses, counsellors and social workers. It was anticipated that this complexity would continue to increase and require the multi-disciplinary team to look for creative solutions to respond to this increasing demand on services.

The Care Director referred to the significant burden experienced by carers and the expansion of support groups offered by the Family Support Team, including friendship dinners, walking and cookery groups.

St Richard's continued to support bereaved children and young people and had worked in partnership with the Royal Grammar School Worcester to develop an innovative GCSE drama project. 'Empty Shadows' was a very emotional and overwhelming performance in terms of describing feelings and behaviours of young people when encountering the death of a parent.

Secondary Breast Cancer Clinical Nurse Specialist Lynne Colbourne was working closely with clinical colleagues in Worcestershire Acute Hospitals Trust to provide supportive care for secondary breast cancer patients, many of whom had not previously accessed hospice services. Following a very successful Pamper Day attended by 22 women, the group had expressed interest in forming a support group and accessing services at St Richard's.

The Day Hospice team had taken a new approach to offering services by involving patients, staff and volunteers in a six month Living Well pilot. A range of group activities would be provided on Fridays to help patients to 'live well' with their illness by taking part in group learning on topics such as positive living, relaxation, fatigue management, Tai Chi, managing breathlessness, sharing stories, arts and crafts and complementary therapies.

In closing, the Care Director referred to the inspiration of the Council of Governors and the staff and volunteers who worked tirelessly in many different ways to ensure that patients and their loved ones were supported with care, compassion and love informed by their individual choices and preferences.

16/07 Commercial Director's Report:

The Commercial Director reported that the financial year 2015-2016 saw a decrease in net profit contribution of approximately 9%, despite seeing an increase in sales of 1.5%. This was mainly due to the opening of the new shop in Malvern Link and the introduction of two new Regional Manager positions. A new specialist book shop had also opened in Malvern Link at the end of the financial year.

Trading continued to be buoyant but the sector had experienced increases in costs which were also being witnessed by St Richard's.

During the year operations had been streamlined by relocating drivers and support services to operate out of the warehouse, facilitating the planning of future activities and expansion.

Customer sales remained static at an average of 6,245 customers per week, which was slightly down on the previous year. Average sales value also remained stable at £6.66, a slight increase from the previous year (£6.55). In line with the sector, St Richard's had seen a tumble in the overseas sale of rag. The centralisation of the warehouse had facilitated the recovery of some of that loss.

The expansion into the north of the county had not yet been achieved; however, this was a priority going forward.

Activity within the shops continued to be demanding, with a high turnover of stock and donation levels. The Commercial Director acknowledged that this could not be achieved without the great support of St Richard's' volunteers and staff.

He expressed his gratitude for the support received from the Governors and Trading Board, in retaining the high standards of the shops and thereby portraying the professionalism of St Richard's care services. Whilst the value of this was unquantifiable, it continued to be endorsed by the positive comments of the public.

The Chairman complimented the Commercial Director and his team on the appearance and quality of the shops as a result of their combined hard work.

16/08 Fundraising Director's Report:

The Fundraising Director reported that 2015-16 had provided many challenges for fundraising. In addition to the challenge to continue to raise funds in an environment where statutory services were reducing and new charities in the community fight for the donor pound, the sector came under considerable scrutiny after media revelations of fundraising practices. Whilst many in the sector viewed this as a negative, St. Richard's welcomed the review and felt confident that major changes would not need to be made to existing practices as a result of the outcomes.

The Etherington Review advised charities to appoint someone on their board who would be responsible for ensuring fundraising activities were conducted in line with its recommendation and Governor Galen Bartholomew had taken on this role on behalf of St

Richard's. All the outcomes of the review were still to be finalised, however, the majority of the activity under scrutiny was not the type of fundraising activity St Richard's engaged with. St Richard's welcomed the scrutiny of its practices, believing that existing working patterns met the codes of practice of the Institute of Fundraising and were a contributory factor to its continued success.

Diversity in income was important to the hospice and the Fundraising Team continued to review income streams and react accordingly to trends in the economic environment. On behalf of the team the Fundraising Director expressed appreciation to the Governors for supporting investment in some fundraising strategies, be it through the resource of people, process, or product. The Governor's ability to see a medium term view of investments such as strategies for Gifts in Wills and Trusts income had proved beneficial and the increase in income from these sources during 2015-16 had made a significant difference to on-going revenue and reserves. In particular, an exceptional Gift in Will equating to approximately £1.5m had helped the Senior Management Team and Governors move forward with the strategic review priorities more confidently.

The Fundraising Director referred to the crucial on-going support from the community and the involvement of many individual donors, groups, clubs, schools, churches and the local business community. The Communications Team continued to ensure that St Richard's was the first charity in the minds of those who were seeking to support financially and the hospice was indebted all its supporters.

In closing, the Fundraising Director praised the dedication of the Fundraising and Communications teams, whose contributions, ability and commitment played a significant role in the hospice's continued financial success.

16/07 Appointment of Auditors

It was noted that John Yelland & Company of Worcester had conducted the audit for the year to 31 March 2016. Following the retirement of John Yelland, the Richard Sandy Partnership LLP offered itself for appointment for the year ending 31 March 2017.

Approved by those present.

16/08 Re-election of Governors

a) In accordance with the Company's Memorandum and Articles of Association, Governors were eligible to retire after three years. Mr Peter Flagg, Mr Anthony Glossop, Mr Simon Hyslop, Dr Jan Quallington, Mr Richard Shaw, Mrs Anne Sullivan and Prof Tamar Thompson OBE had expressed willingness to be re-elected. ***Approved by Prof Richard Lewis and seconded by Andrew Grant DL.***

b) The re-appointment of Miss Brenda Sheridan and Cllr Andy Roberts, nominated Representatives of Worcester City Council for the ensuing year, were confirmed. ***Approved by those present.***

16/09 Any Other Business

There were no items for discussion.

16/10 Date of Next Annual General Meeting

The next Annual General Meeting will be held on Thursday, 12 October 2017.