**ST RICHARD’S HOSPICE FOUNDATION**

**Minutes of the Annual General Meeting of**

**St Richard’s Hospice Foundation**

**held on Thursday, 8October 2020**

**Virtual Meeting**

**Present:** Mr John Bawden, Chairman

Mr Richard Shaw, Honorary Treasurer

Mrs June Patel, Chief Executive

Dr Nicky Wilderspin, Medical Director

Mrs Debbie Westwood, Care Director

Mr Dan Corns, Commercial Director

Mrs Tricia Cavell, Fundraising Director

**Secretary:** Mrs Aly Grout

31 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.

**20/01 Apologies**

Apologies were received from Patrons, Members, Staff and Friends (11 in all).

## **20/02 Minutes of the Annual General Meeting 2019**

The Minutes of the previous Annual General Meeting held on 10 October 2019 were approved as a true representation of proceedings and duly signed by the Chairman.

### **20/03 Chairman’s Report**

The Chairman began his report by sharing this is the first virtual Annual General Meeting in St Richard’s 38-year history. The Chairman thanked all those for joining the meeting by these unconventional means. The Chairman highlighted the many challenges the pandemic has brought to the day to day lives of everyone. Since it has been in existence St Richard’s has faced many challenges and seeing St Richard’s through those trying times have been people, people, people. The staff, volunteers, supporters, Governors, Patrons and other partners here in Worcestershire.

The Chairman shared the Annual General Meeting will be hearing how St Richard’s has faced the problems the pandemic has brought and managed to continue to provide care to our patients and their loved ones. The innovative ways of Fundraising and working in our shops, video calls with patients, safe access to the IPU for patients and visitors, all whilst the builders were endeavouring to minimise disruption. The Chairman observed this was a truly remarkable effort from everyone involved.

The Chairman then shared that after 16 years as a Governor and 14 years as Chair he will be passing the baton to the next Chair. The Chairman recalled being invited to become a Governor by Jeannie Young MBE. An inspiration, whose enthusiasm was infectious and who will be sadly missed.

The Chairman spoke of being but a custodian of the wonderful organisation, St Richard’s, and was pleased to announce the Board has fully endorsed the proposal Jenny Cowpe should become Chair in March 2021. The Chairman added Jenny has been a supportive Vice Chair and he is confident that St Richard’s will be in safe hands.

The Chairman concluded by reflecting on the time as Chair, not only a privileged role but during that time ‘we’ have achieved a huge amount. The Chairman reiterated the emphasis on ‘we’ stating “we are a team”. Summarising the last fourteen years the Chairman stated “we were thoughtful, we had the expertise, we were decisive, we achieved and very importantly we enjoyed”.

The Chairman then invited Jenny Cowpe, Vice Chair, to speak to the Annual General Meeting. The Vice Chair thanked the Chairman and added what an honour it is to be invited to Chair St Richard’s. The Vice Chair shared it will be difficult to follow the Chairman who has been outstanding for so many years. The Vice Chair stated the aim to build confidently on this great legacy, to develop and expand community services and those services at Wildwood Drive. The Vice Chair added she will be looking forward to working with the Patrons, Members, friends, staff and volunteers. Whilst there may be challenges ahead the Vice Chair assured the Annual General Meeting of her support to all.

### **20/04 Honorary Treasurer’s Report and approval of accounts**

The Honorary Treasurer had pleasure in presenting the Financial Report for the year ended 31 March 2020.

He reported a further successful financial year with a net increase in funds of £598k making total funds to £16m. Despite a 3.7% decrease in income to £9.98m expenditure on charitable activities increased by 4.5% to over £6m. Operating activities generated a net cash flow of over £1m for the year. £1.8 was invested in capital fixed assets with £1.7m on the Build and the balance on equipment and fittings. Cash at bank at yearend was thereby reduced to £1.6m from £2.2m.

The Honorary Treasurer advised the net income over expenditure was £755k and after net investment losses of £157k gave a net increase in funds of £598k. The investments are revalued at the balance sheet date of 31 March and due to the impact of Covid-19 on the markets stocks were severely marked down. The balance sheet at 31 March 2020 shows a strong financial position with fixed assets of £14m and working capital of £2m, a total funds of £16m.

The unrestricted reserves, which are freely available for general charitable purposes, were £5.1m. The Honorary Treasure advised these reserves exceeded the level of the reserves policy by £1.5m, the excess funds are held to enable funding of the Hospice Strategy for 2020-23 and the Build 2020 project.

The Honorary Treasurer stated the sound financial results are testimony in reflecting the superb efforts of the Governors, senior management team, staff, volunteers and supporters. The Honorary Treasurer wished to thank Dan Haigh and the auditor Crowe UK LLP.

The Honorary Treasurer shared currently the principle risk and uncertainty for the hospice arising from the Covid-19 pandemic is the severe impact on revenue from Trading and Fundraising. Additional Covid-19 related financial support has been received from Herefordshire and Worcestershire CCG, and central government in addition to the funding received for the shops of £295,000. With this funding along with close control of costs and monitoring of forecasts, enables the hospice to continue providing care and support during these difficult times.

In conclusion, the Honorary Treasurer commended the Report to Governors and Consolidated Financial Statements for the year ended 31 March 2020 to members of St Richard’s Hospice Foundation for their approval.

***The accounts for year end 31 March 2020 were approved by those present and duly signed***.

### **20/05 Chief Executive’s Report**

The Chief Executive thanked everyone for attending the Annual General Meeting and encouraged those present to read the St Richard’s Annual Review which is available on our website and celebrates in words and pictures the many achievements over the last year.

The Chief Executive shared that ‘Caring for Life’ continues to be a constant theme that shapes our strategic thinking to continually improve care for patients and their loved ones. This ambition became even more important due to the Covid-19 pandemic. The innovative overnight clinical transformation has enabled the continuity of safe care to patients in the In-patient Unit and virtual solutions to support patients and their families in their own homes. The Chief Executive shared her pride in all the achievements of the teams and their ongoing passion and commitments to support patients and their families.

The Chief Executive highlighted the strategic goal in 2019 to develop the digital vision and IT infrastructure. The successful implementation by our creative IT Team has enabled St Richard’s to maintain the full scope of business continuity across all areas of the hospice during the pandemic. The Chief Executive asked to convey a special thanks to the St Richard’s IT Team. She added the daily contribution of the Council of Governors, Senior Management Team, Heads of Department, Facilities, HR, Education, Communications teams and all our staff and volunteers should not be underestimated.

The Chief Executive shared most of the £10m total income for St Richard’s group is secured by the generosity of the public and revenue from our shops. 20% of the income was provided by the NHS. The Chief Executive highlighted in order to sustain our income in the future, we continue to be very dependent on the generosity of our supporters and are extremely grateful for their ongoing support and regular donations. The Fundraising and Commercial teams are working to develop ways revenue income can be sustained in the future and the Chief Executive wished to thank everyone in those teams.

The Chief Executive stated St Richard’s anticipates challenging times ahead in 2021 as uncertainties associated with the pandemic continue. The Council of Governors, Senior Management Team, staff and volunteers will continue to work together to seek solutions in response to the many challenges that are ahead. St Richard’s continues to build on the ambition and pioneering vision of the early founders, ‘Caring for Life’ and the symbolism of the Snowdrop bringing ‘consolation in the absence of bright days’.

The Chief Executive concluded by assuring that St Richard’s will continue to provide support and care for patients and their loved ones during these emotional and distressing times.

The Chief Executive thanked those present for listening and urged everyone to keep safe and well as we move into the winter months.

**20/06 Medical Director’s Report**

The Medical Director advised her report will fall into two parts due to the beginning of the pandemic which began to impact on the hospice in March. The first eleven months of the year the medical specialty doctors continued their usual work alongside the multidisciplinary teams across the hospice to support the holistic needs of our patient and families.

The Medical Director wished to record her gratitude to consultants and specialists who continue to work in partnership with us to support both the community palliative medicine needs and the specialist medical needs of patients in our Living Well Multidisciplinary Clinics. Physicians caring for patients with heart failure, chronic lung problems, renal failure and Parkinson’s Disease.

The Medical Director shared the developments led by the specialty doctors including the establishment of the Clinical Development Group, a forum for different members of hospice teams to come together and work on key developments. The Medical Quality Lead and Care Quality Lead have led on advances such as, the development of specialised diets for patients with particular dietary needs. This involved representation from the hospice doctors, nursing staff, hospitality team and chef. The Medical Director also mentioned another project translated from the national ‘Learning from Deaths’ initiative. The Medical Quality Lead and Care Quality Lead have introduced hospice Mortality Reviews which review the care provided to patients who have spent their last days on the Inpatient Unit. The Medical Director explained how this initiative had to be interpreted for our setting where most patients choose to St Richard’s as their last place of care, rather than an unexpected death in hospital. The Mortality Reviews have proved to be beneficial, providing an opportunity for the multidisciplinary team to review all aspects of care provided, identifying beneficial care and any areas which could be improved.

The Medical Director shared how privileged St Richard’s is to be a training unit to provide palliative and medical experience to physician associate students, medical students and junior doctors. The Medical Director shared the positive news that our final year specialist trainee left St Richard’s to take up their first consultant appointment. On the educational theme the Medical Director spoke about the tele-mentoring project with Hospice UK, Project ECHO™. Tele-mentoring general healthcare staff to be equipped with specialist knowledge to use in their day to day roles. The project successfully launched, enabled by our new IT infrastructure and a generous grant. 32 Community nurses from 15 different neighbourhood teams attended at least one of the 18 sessions.

When the pandemic started to impact Worcestershire, we were able to adapt and respond very quickly. Having a Zoom licence through Project ECHO™ enabled the teams to meet virtually online, several licences later, much of the clinical and non-clinical work is facilitated remotely. The Medical Director described the sober and emotional moment when it was concluded that we could no longer put our patients at risk by brining them into the Living Well Centre. On the 16 March all onsite visits, therapeutic days and groups were cancelled and the teams moved to continue to support ‘virtually’ by phone and video call. The Prime Minister announced the first lockdown later that evening.

The Medical Director concluded by thanking the staff and volunteers for their incredible flexibility and resilience in continuing to offer hospice services to our patients and families through such challenging times.

**20/07 Care Director’s Report**

The Care Director opened her report and commented how challenging it has been to consider the achievements of the clinical teams pre-Covid. The Care Director remarked on the incredible changes which have taken place in a short space of time. This report will consider what has been faced in the early part of the year and what has been achieved since.

The Care Director shared the good work taking place prior to the pandemic, staff were working around phase 2 of the build project, planning for what could be delivered in the future by engaging with staff and patients to develop the future clinical strategy. The Living Well Centre had become a thriving hub of activity welcoming patients for a revitalised programme of care. The Care Director shared her emotion when the decision was made we could no longer provide face to face support and the enormity of what would be lost to those patients. In response, the Living Well Services Manager and team undertook the most extraordinary transformation of the services. The transition to online services for St Richard’s was almost seamless. The Care Director reiterated the Chief Executive’s comment this was in part, as a result of the IT team and the proactive redesign of the IT infrastructure.

The Care Director shared that the Community Teams, under the lead of a new Head of Department, had been reviewing their services and looking at ways to develop further the relationship with the NHS neighbourhood teams. The team were admirably coping with more referrals into the service than had been in the previous two years. When virus cases began to rise in the community, the team had to review their processes with the aim to reduce footfall into patient homes. The team redesigned the service to provide a 24 hour rapid response service to ensure we could provide support to anyone in need. The team continued to provide virtual support and reinstated face to face visiting as soon as adequate PPE was available.

The Family Support team were providing education and training for not only our own staff but also for students and clinicians across the Midlands. During March, they responded rapidly to develop training for schools and other voluntary sector agencies on how to support those bereaved by Covid.

The In-patient Unit, under new leadership from November 2019 were reviewing care planning and workforce. When Covid hit the Unit Manager and Care Quality Lead worked together to lead a redesign of how we provide care to manage the balance of working within the new guidance and still providing compassionate care safely.

The Care Director spoke of the skilled volunteers who support the clinical services and the emotion of having to severely restrict the number of volunteers in order to protect patients, volunteers and our staff.

The Care Director thanked all the clinical teams for their tenacity, creativity and sheer bravery to continue to provide care despite the hurdles the virus has caused. She shared how staff members have been reduced to tears because they were no longer able to embrace people in our St Richard’s care as we used to. The Care Director wished to publicly thank the Care Quality Lead for her phenomenal support. She also wished to thank her colleagues in the Senior Management Team.

**20/08 Commercial Director’s Report**

The Commercial Director provided his report on the Trading activities for the Financial Year 19/20. The first six months of the year showed thirty percent of the shops were turning over a higher income than the previous year. Into the second half of the year this increased to fifty percent of the shops. For six months of the trading year a surplus over budget had been achieved. In March 2020 the impact of Covid-19 forced all the shops to close. Despite this we managed to create a surplus of £731,547, an increase of 4.4% on the previous year. These figures are taken from the management accounts and before intercompany adjustments for cost necessary for the completion of the statutory accounts.

The Commercial Director commented on the great support and commitment from our volunteers who are paramount to the success of the department. He also recognised the great work of the shop managers and support staff give to the department and the professionalism for trading within our stores.

The Commercial Director particularly wished to acknowledge the support given by staff that were involved in having to close down the business. He noted his appreciation of the uncertainties they have and continue to face. He thanked the support given by the fellow Senior Management Team members, the Board of Governors, the Trading Board Directors and all staff.

The Commercial Director concluded by sharing his hope to see everyone in person at the next AGM.

**20/09 Fundraising Director’s Report:**

The Fundraising Director introduced her report by advising that although her report concerns the financial year 2019/2020 she will have to refer to the last six months. The Fundraising Director shared how challenging the year had been, or so they had thought, in an environment where existing and emerging charities in our community were fighting for the donor pound.

Attracting the voluntary income to sustain hospice contributions to the health and wellbeing of individuals in the Worcestershire community is becoming increasingly essential. This cannot be achieved without the ongoing support from the community and the involvement of many. The Fundraising Director thanked the individuals, groups, clubs, schools, churches, local businesses and Trust and Grant making organisations.

The Fundraising Director advised that the income from Gifts in Wills has increased significantly over recent years. She shared her gratitude to everyone who leaves a gift to St Richard’s and the team are working hard to ensure we remain a charity of choice for bequests and have recently introduced a free on line will writing service through Bequeathed to encourage gifts in wills. The Fundraising Director shared how crucial the income from legacies is and the importance of sustainable, predictable income from regular gifts.

The Fundraising Director thanked those Trust and Grant organisations and individuals who have pledged to help us with the Build 2020 appeal. With the incredible ongoing support from the community we have reached the Build 2020 target ahead of plan. The Fundraising Director praised the team member responsible for Trusts and Philanthropy. Her work in researching and securing trust funding was significant to the success of the Build 2020 appeal.

The Fundraising Director pointed out the significance of the team maintaining the revenue income whilst running a large-scale appeal. She shared her grateful thanks to the Fundraising Team who have worked hard to achieve this and acknowledged the contribution made by the Communications Team, under the Communications Manager’s leadership, to this success.

The Fundraising Director shared how the team are continually reviewing income streams to try and react to trends in the economic environment. This has included recent work on digital strategies and finding digital solutions for fundraising. This innovation and forward thinking has paid dividends during the Covid crisis. The Fundraising Director thanked the Governors for their investment into the IT structures that have allowed these digital innovations.

The impact of Covid at the start of this financial year was immediate and significant. The cancellation of events, the inability to host supporters at Wildwood and to engage with them in the usual way alongside the impact on the Trust and Grant income resulted in the team having to adapt quickly. The team brought the digital strategies forward, learning quickly to introduce virtual events. The initial focus was the resilience appeal which gave initial income to help through the tougher Summer months where all events were cancelled. The Fundraising Director shared that the last six months have been the most challenging for fundraising in the 20 years she has served.

The Fundraising Director concluded by mentioning the dedication of the fundraising and communications personnel who continually strive for perfection and results. They have proved their resilience and dedication in the most difficult of times and have played a significant role in the financial success of the hospice. Whilst acknowledging there are still significant challenges ahead the team will work with the supporters of St Richard’s to secure our future and ensure we remain an essential and integral part of the health economy in Worcestershire.

The Chairman thanked all the Senior Management Team for their work and highlighted how the generous support from the community comes through an appreciation of the hard work and dedication of those that work at St Richard’s.

**20/10 Appointment of Auditors**

The Chairman noted that our auditors Crowe UK LLP had conducted an excellent audit for the year to 31 March 2020. Crowe UK LLP were appointed for the ensuing year ending 31 March 2021. ***Crowe UK LLP were approved and appointed by those present.***

### **20/11 Council of Governors**

1. Prof Tamar Thompson, Mrs Anita Hobday and Miss Brenda Sheridan are not standing for re-election.
2. Mr David Annetts and Dr James Rankin were elected as Members of the Council of Governors.
3. Mrs Andrea Palmer, Mrs Hannah Edwards and Mr Galen Bartholomew were offered for re-election as Governors.
4. The re-appointment of Cllr Andy Roberts, nominated Worcester City Council Representative for the ensuing year, was confirmed.

***All four items were noted and approved by those present.***

**20/12 Any Other Business**

There were no additional items for discussion.

**20/13 Date of Next Annual General Meeting**

The next Annual General Meeting will be held on Thursday, 7 October 2021.