

Thank you for taking the time to read this summary of the Thames Hospice Board of Trustees Meeting, which took place from 3.00pm – 7.30pm on 3rd September 2015 at Pine Lodge.

The Thames Hospice Trustee Attendees at the meeting were: Martin Jervis (Chair), Chris Aitken, Jacinta Ashworth, Ken Coppock, Bob Dwyer, Richard Goss, Jonathan Jones, Gareth Kaminski-Cook, Craig Linton, Steve Moore and Margaret Neal.

Also in attendance from Thames Hospice staff were: Ruth Bartholomew (Finance Director), Jacquie Batchford (Director of Patient and Family Services), Neil Harman (Director of Fundraising), Juliana Luxton (Head of Governance and Quality) (Minutes), Debbie Raven (Chief Executive Officer) and Julie Rowley (Retail Director).

Dr Neil Coleman attended the meeting as a potential new Thames Hospice Trustee. He is a GP who has practised for 27 years in the Britwell area of Slough. The meeting unanimously agreed Neil's appointment as a Trustee.

We always start the Board meeting with a presentation on Thames Hospice patient care. This helps to ensure that the Board is focussed on our patients, their families and loved ones. At this meeting a presentation 'Smooth Transitions', was given by Dr Gill Hughes (Thames Hospice Palliative Care Doctor) and Annie Penny (Thames Hospice Hospice@Home Lead Nurse).

The presentation was on a 33 year old female patient who came to Thames Hospice both as an in-patient and at home with Hospice@Home (H@H) support. The patient and her family had been extraordinary and determined. The presentation covered her three admissions during 2015 and her H@H visits when she was discharged from the In Patient Unit (IPU), particularly during an 8 week period before her final IPU admission when the H@H team also continued to work with her and her family. She died in June 2015. Thames Hospice supported her and her family in a number of ways, including helping to arrange her wedding during March; a wedding held in the Thames Hospice Sanctuary.

The Board found it extremely useful to hear this detailed patient story, they asked many questions and learned a lot from the answers given. We agreed this had certainly been an exceptional and inspiring piece of work by all the teams. The flexibility shown was a great message for patients and their friends and family members; Thames Hospice is a place of safety and support for those confronting end of life care. We noted that it was very striking how Thames Hospice had shared

in the patient's experience. Often our patient experience is not as in this case, sometimes because some people do not want that model of care - the key is in finding what works for each individual patient. Debbie Raven advised us that just being admitted to the IPU can help some patients to rally as they feel safe.

The meeting then got on to the business of the Board.

Martin Jervis presented his Chairman's report which he gave an overview of factors affecting charities, such as the recent media focus on charity Fundraising. Debbie Raven then presented her Chief Executive's report to the meeting. She was able to advise that the Staff Forum held its first meeting on 18th August 2015, and this had been a very positive meeting, with minutes already shared with staff and trustees.

Debbie also advised that Thames Hospice has produced a position statement on the Assisted Dying Bill, which, when you read this, will have received its second reading in Parliament (but was subsequently rejected by 74% of MPs). Thames Hospice clinical staff are already thinking about its potential impact.

Jonathan Jones then presented the Patient Care and Quality Committee (PCQC) minutes from 11th August 2015 to the Board. He advised that the PCQC had been a long meeting as it had covered an extensive agenda. He noted that the committee had once again received excellent benchmarking figures, and had received and reviewed a paper on the Savile report.

During this part of the meeting we also reviewed the proposed Integrated Community Model. This involves forming a joined-up community team. The model is for a 9-5, 7 day a week integrated community service. This model is the result of a great deal of research and relationship building work, and has both the support of commissioning CCGs and consensus from community provider teams. This is a key provision affecting the future of the Hospice, and that it was very important that the Board understood the risks and benefits as Thames Hospice transitions the community offer to patients. Debbie is confident that the integration will work and integrated working will benefit patients and bring aligned common ways of community working. The goal is a single, seamless Community Palliative Care Team.

Richard Goss presented the Income Generation and Marketing (IG&M) Committee minutes from 14th August 2015 to the Board. He advised that it had been a very positive meeting, and Thames Hospice had a good team on board. The Committee had supported the Thames Hospice Senior Management Team review of future Revenue Capacity, and the Fundraising team had reported a very successful Q1. The Thames Hospice Lottery is at a positive turning point, with various opportunities for the near future including on-line sales of lottery tickets.

Trustees were concerned that public perception of Charities and the willingness to donate might be affected by the recent Kids Company charity collapse. However, we were reassured that Thames Hospice has both a positive message and good financial governance in place, and is a safe and established charity.

Ken Coppock presented the Finance and Investment (F&I) Committee minutes from 18th August 2015 to the Board. The F&I committee had reviewed and approved the 2014-2015 accounts for the charity and its subsidiaries. The accounts had been externally audited and a very clean audit report was received. Ken took the opportunity to thank Ruth Bartholomew and the Finance team for the excellent 2014-2015 accounts. The Board were very happy to support these thanks. We also discussed 10 year financial forecasts and the Hospice reserves, which the F&I Committee had spent a considerable amount of time reviewing, and we noted that forecasts and reserves support the planning that Thames Hospice is undertaking for Project Twenty5.

Jonathan Jones then presented the Project Twenty5 (PT5) Committee minutes from 11th August 2015 to the Board. The new Integrated Community model means that future demand for services may be managed differently, and this had been taken into account in the PT5 Committee recommendation to develop Thames Hospice bed availability and refurbishment.

The Board's decision to support the PT5 recommended options is a key decision that will impact the Hospice for the next few years. We know that Thames Hospice must be confident in meeting the commitments we have agreed. Currently we are developing design options and parallel fundraising arrangements to support the project.

Martin Jervis also presented the Nominations Committee minutes from 27th July 2015 to the Board.

The Board also spent some time reviewing Q1 progress against the Thames Hospice Operating Plan and the Risk Register. We also reviewed the decisions made and actions noted a year ago at the Board meeting of 4th September 2014 - and noted that all had been completed. This review is undertaken because it measures and monitors Thames Hospice's progress year on year. We also reviewed the Annual Statement of Compliance for Revalidation, as we are obliged to do every year, and we noted that implementation of the Education Proposal that was agreed by the June 2015 Board meeting was now underway.

By the time this summary is published the BBC News will have shown the news article it filmed at Thames Hospice on 9th September to support its coverage of the Assisted Dying Bill. The piece was fronted by the well-known BBC journalist Fergus Walsh. Whilst noting some concerns and advising how to manage those risks, the Board meeting supported working with the BBC.

To conclude I have summarised our meeting briefest form under four headings. The last of which identifies where we can all help.

Achievements:

- **Trustee Board enhanced by addition of Dr Neil Coleman.**
- **A fast and clean audit.**
- **Q1 Fundraising results.**
- **Excellent press coverage on the BBC.**

Improvement Opportunities:

- **Integrated Community Model implementation and benefits of integrated care.**

Challenges:

- **Anticipating the impact of changes in our ecosystem and models of care in PT5 planning.**

Help Needed:

- **We still seek motivated volunteers especially in retail where there are all sorts of jobs to be done.**

On behalf of the Board of Trustees I hope this has been an interesting and helpful review of the September 2015 quarterly Thames Hospice Board meeting. Any feedback is most welcome.

Martin Jervis
Chairman of Thames Hospice Trustees