

Thank you for taking the time to read this summary of the Thames Hospice Board of Trustees Meeting, which took place from 3.00pm – 7.00pm on 4th June 2015 at the Pine Lodge site in Windsor

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

Also in attendance from Thames Hospice staff were: Ruth Bartholomew (Director of Finance), Juliana Luxton (Head of Governance and Quality) (Minutes), Debbie Raven (Chief Executive Officer). Jacquie Batchford (Director of Patient and Family Services) and Dr Cecily Wright (Medical Director) attended the meeting to give a patient presentation.

The first thing to note is that we always start the 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. Jacquie Batchford and Dr Cecily Wright gave this presentation, and at this Board meeting, it was about a patient who had been in the Thames Hospice In Patient Unit (IPU), having come to the IPU from Wexham Park Hospital. Dr Cecily Wright outlined the patient's very complex symptoms, the initial decision-making and communications issues, and how Thames Hospice nursed the patient and worked with their family and friends. There were 29 documented interactions between the Medical Team and the family, with the Nursing Team also reinforcing this.

The meeting found the presentation very moving, but also commented that the presentation, "Sums up what we are here for", and that it was a, "Fantastic example of Thames Hospice care". The Board members commended the presentation, and among other comments and discussion, noted that it illustrated how well Thames Hospice manages patients with co-ordinated and linked-up care. Furthermore, it also illustrated the nurse: patient ratio (1:3 over a 24-hour period). It showed why the Acute sector could not do what Thames Hospice does; because Thames Hospice has such expertise and the time and resources to treat complex cases. The meeting agreed that the presentation was insightful and revealed the huge amounts of specialist knowledge in the Hospice. The presentation had been, "An enormous eye-opener into the contradictions and perceptions of healthcare professionals and patients". The Board were also pleased to see from the presentation how the Sanctuary supported families by providing space that is relaxing, calm and non-clinical.

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

In his Chairman's report to the meeting Martin Jervis noted the recent media coverage of areas such as charity administrative spends, fundraising approaches to the elderly, etc. There could well be legislation replacing the current self-regulatory position. Legislative change is very likely to reflect an Opt-in rather than the current Opt-out position that charities can currently adopt.

Martin Jervis then presented the Thames Hospice Consent Agenda to the meeting. These were items that had been agreed at Committees that the Board were asked to agree formally – which they did. The Consent Agenda items were:

1. A 'Trustee Tea' to be held twice a year, commencing September.
2. The approval to proceed with a Structure Review.
3. The approval of a Guest Trustee Protocol.
4. An agreement to work with Chalkboard productions on its 'My Wonderful Life' programme.
5. The agreement of the new Patron and Ambassador Strategy, (a proposal to source a Royal Patron and Celebrity/Supporter Ambassadors).
6. The approval of the Delegated Authorities Matrix.

In her Chief Executive's report to the meeting, Debbie Raven was able to update the meeting on the Volunteer Tea held at Dorney Lakes on 3rd June 2015. Over 130 volunteers attended the event and it went very well.

Jonathan Jones, Chairman of the Patient Care and Quality Committee, then presented the PCQ Committee minutes from 19th May 2015 to the Board. He noted that it had been a relatively quiet quarter with no major issues to highlight. He drew the meeting's attention to the Hospice UK benchmarking, which illustrates that Thames Hospice is ahead of the other hospice in its sector, for example in overall occupancy. He also noted clinical staff training and the training monies received via the Bucks New University bid.

Richard Goss, Chairman of the Income Generation and Marketing (IG&M) Committee, next presented the IG&M Committee minutes from 15th May 2015 to the Board. Richard noted that income was above budget; but that this was mainly from receipt of legacies. He also covered the Revenue Generation Capability report and the Lottery, both of which the IG&M committee had discussed at length. He noted that the Hospice must be outward facing to generate more funds and noted that Thames Hospice is already gaining increased community impact from CEO visits to Fundraising Groups.

Ken Coppock, Chairman of the Finance and Investment Committee, presented the Finance and Investment Committee minutes from 19th May 2015 to the Board. Ken noted that 2014 – 2015 performance had been strong underpinned by legacies. Ken also advised that the F&I committee had also considered future planning. The Board

meeting discussed this, and agreed that a review of Plans and Budgets would be very worthwhile. He also advised that Thames Hospice is to review its current Reserves Policy and will look at recommendations to change the policy. Debbie Raven added that Thames Hospice whilst sustainable should now be looking beyond that with Project Twenty5 (PT5) and our long-term strategies.

Steve Moore, Chairman of the HR Committee, then presented the HR Committee minutes from 18th May 2015 to the Board. Steve noted that staff absence and churn have been higher than normal at Thames Hospice during the quarter. Processes for control and to improve the management of vacancies, for example the Roving Retail Payment and a new Agency workers policy, are being implemented. Steve further noted that HR policies were now up to date and he drew the meeting's attention to various staff workshops that have taken place.

The final report was from Jonathan Jones, Chairman of the Project Twenty5 (PT5) Committee. He presented the PT5 Committee minutes from 18th May 2015 to the Board, noting that the PT5 Committee had discussed location of the Hospice and, based upon these discussions, he asked the Board to agree that Thames Hospice should plan to remain on the Pine Lodge, Windsor site, making future strategic planning decisions based upon remaining Pine Lodge. The meeting unanimously agreed to this.

Debbie Raven then presented the Thames Hospice Operating Plan for 2015 – 2016 to the meeting. The meeting commented that it was comprehensive and gave a solid benchmark for Thames Hospice planning developments.

Then Debbie Raven presented the Thames Hospice Income Generation Report '*Revenue Generation Capability over the Next Three Years*' to the meeting. Debbie noted the report had been discussed at length by the PT5 committee and by the IG&M Committee. Thames Hospice now needed to move forward in planning actions, and this will be a key function for the newly appointed Director of Fundraising. She also advised that the Thames Hospice Senior Management Team will review the paper in July, and based upon this review, will make its own recommendations to the next Board for what the SMT feel is achievable.

Ruth Bartholomew then gave her report on the Thames Hospice Lottery progress to the meeting. She advised that Thames Hospice is undertaking a thorough review of lottery processes. The Board noted that Thames Hospice is working extremely hard on the lottery. Ruth will report to the September Board with an update on lottery progress.

The Board also spent some time reviewing the Thames Hospice Risk Register, The Annual Incidents, Accidents and Complaints Reports and the Thames Hospice Health & Safety Plan.

The Board meeting also reviewed the actions noted at the Board meeting of 29th May 2014 - and noted that all had been completed. This review of decisions made and actions from the meeting one year before is undertaken because it measures and monitors Thames Hospice's progress year on year.

The meeting then discussed the 'Blue Sky Thinking' items that had been proposed by each committee, (noting that each committee is already actively pursuing most of the ideas it had suggested). From this discussion, the meeting decided that providing educational events for the wider community would be actively pursued. They also decided to publish a summary of the meeting, and this is the first summary.

I thought it might be useful to summarise this in its briefest form under four headings. The last of which identifies where we can all help.

Achievements:

- A strong performance last year across measures including clinical and financial.
- Excellent Hospice UK Benchmark Result for occupancy and quality.
- Risk Register trending positively.

Improvement Opportunities:

- Staff churn.

Challenges:

- Lottery Programme.

Help Needed:

- Help needed garnering support however modest for the Lottery.
- Using our personal networks to find volunteers especially in retail
- and please remember there are all sorts of jobs to be done in Retail.

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