

WOKING AND SAM BEARE HOSPICES – APPLICATION FOR FINANCIAL ASSISTANCE

Executive Summary

Woking Hospice opened in December 1996 to provide palliative care and support to patients and their families living in Central Surrey. In August 2006, Woking Hospice took on the management of Sam Beare Hospice, Weybridge. Following construction of a new building, with support through a loan facility from Woking Borough Council, the new Hospice in Denton Way, Goldsworth Park opened in May 2017. The construction involved the conversion of an office block into a state-of-the-art 20 bedded Hospice, as well remodelling the Sam Beare Hospice in Weybridge to create larger patient day care facilities and rooms for the expanding community nursing team.

The 20 bed in-patient unit provides round the clock care, whilst the day care unit offers medical, social and emotional support to patients as well as respite for carers. The counselling service provides support to patients and their families, including children's support service for those under 18 years old. The multi-disciplinary community care team provide medical and therapeutic support to patients in their own homes, enabling patients to remain independent and home-based for as long as possible.

An application has been submitted to the Council to extend its annual revenue support by requesting £47,400 in 2020/21. The purpose of the grant is to support the work of the Woking Hospice's Community Team Leader, the most senior role within the Community Nursing Team, in the community.

During the past few years the need for the community nursing team has grown substantially as more patients are choosing to be cared for in their own home, with the number of patients referred to the team increasing by 28% over the past five years. The Hospice states that it is vital for Woking's population to be provided with a community nursing service to support them at home through terminal and life-limiting illnesses, providing holistic care to assist with their physical difficulties and emotional struggles. Last year around 277 patients from Woking were supported by community nursing and the demand is continuing to increase.

It is recommended that the application continues to be supported with a grant of £47,400 for the 2020/21 financial year.

Recommendations

The Executive is requested to:	RESOLVE That a grant of £47,400 be awarded towards the cost of the Senior Community Team Leader in the community.
Reason for Decision	To support the community nursing team in providing care and support to patients in their own homes in the Borough.
Legal Authority	S137 Local Government Act 1972 S19 (Misc. Provisions) Local Government Act 1976
Conditions	Accounts. The Organisation must submit audited accounts for the year in which the grant is awarded, including an income and expenditure account and balance sheet. Please note that accounts

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for other years may also be required.

Monitoring Information. The Organisation must submit quarterly monitoring information as a measure of its achievements. Failure to provide details will jeopardise the award. E-mail requests will be sent to the applicant on a quarterly basis.

Publicity. Where possible, the Organisation is required to publicise the support received from Woking Borough Council, including on all literature and leaflets produced.

Payments. Unless exceptional circumstances exist all invoices must be received quarterly with details of the costs incurred and monitoring information for the previous quarter.

Payment Period. Final quarter claims must be made by the second week in March. Unclaimed awards will not be available at a later date unless exceptional circumstances can be demonstrated to the Council before the end of the award year.

Joint Working. WBC expects the Organisation to engage positively on health and wellbeing multi-agency joint work affecting Woking. Groups which refuse may place their Council support at risk, e.g. grant, concessionary rent and other assistance.

Homelessness Reduction Act 2017. With the introduction of new legislation from April 2018, the Council will expect the support of partner agencies in identifying people at risk of homelessness as early as possible to maximise the opportunities to prevent such. Partner agencies / organisations will be expected to be engaged in joint working arrangements to assist in finding suitable housing and support solutions, and where appropriate to undertake and respond to the new 'duty to refer'. Groups which do not support this new legislation and way of working positively, may put their Council support at risk.

Venue Hire. Woking Borough Council has a duty to ensure that publicly-owned venues and resources do not provide a platform for extremists and are not used to disseminate extremist views. This duty extends to organisations that work with the local authority so this includes recipients of any grants from Woking Borough Council. If you hire out your venue/s you should ensure you have good processes in place for record keeping and checking if they are an appropriate group to be making the hire arrangements. The following are some of what should be considered:

- Basic details should be recorded to include speakers address, mobile phone number & organisation details.
- Has the identity of the speaker been confirmed & is their organisation bona fide? Are they known to you?
- Is the speaker from the area? Are they UK citizens or from overseas & will they travel specifically for this event?
- Consider checks on the internet to confirm the status of speaker to include website, YouTube or social media sites.
- How many people are likely to attend (check previous or similar events either locally or online).

Performance Indicators

Users. The Organisation to provide a breakdown of the users in the past quarter.

Activities. The Organisation to provide details of activities and

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	<p>events held during the last quarter.</p> <p>Publicity. The Organisation to advise how the Council's support has been publicised over the last quarter.</p> <p>Statement of Use. The Organisation to provide a statement stating the use to which the grant money has been put.</p>
Future Support	<p>The financial pressure on the Council's budgets is expected to continue in the coming years and accordingly the overall level of support available in future years may be reduced. The applicant is therefore to be advised that the award of funding for 2020/21 does not imply that a similar application in 2021/22 would be supported. In particular, it is emphasised that the Council is unlikely to be in a position to award any sums above the 2020/21 levels.</p> <p>In view of this, the applicant is to be advised to ensure that contingency plans for the Group's operations for 2021/22 have been drawn up in the event that the Council is unable to continue its support beyond April 2021. All applicants are strongly recommended to pursue alternative sources of funding and are encouraged to approach Woking Borough Council's Community Support Team for advice and support.</p>

The Executive has authority to determine the above recommendations.

Background Papers:

2020/21 Application Form.

Reporting Person:

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Date Published:

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1.0 Summary of Application	
1.1 Status and Aims	<p>Woking Hospice opened in December 1996 and in 2006 also took on the management of Sam Beare Hospice. It is a patient-centred Charity that delivers specialist palliative care to adult patients of all ages who have life-limiting and terminal illnesses.</p> <p>The Hospice covers the North West Surrey region, providing free of charge holistic care and support services for patients, their families and carers. It cares for over 2,000 patients both in the Hospice and in their own homes, enabling patient choice and the best quality of life. It helps patients to manage their symptoms, which are often complex and why they require the expertise of the Clinical Nurse Specialists and specialist doctors.</p> <p>Its services enable the Hospice to offer patients holistic care, such as practical, emotional, social and spiritual support as well as managing their medical needs. It also delivers counselling for patients and their families, including child bereavement services and school support programmes.</p>
1.2 Employees	<p>248. The employees include 73 full time positions, 115 part time positions and 39 bank staff. Around 41% of staff work directly in clinical and medical roles, with 23% working in retail, 7% in fundraising; 14% in administrative roles such as HR, finance, volunteer management and facilities management; and 15% as bank staff.</p>
1.3 Volunteers	<p>814. Many volunteers give their time to more than one role within the Hospice; on average each volunteer performs 1.68 roles across the Charity. 73% of the volunteers support fundraising and special events activities; 51% support charity shops; 6% support administrative and office activities; and 20% directly support patients and their families.</p>
1.4 Clients/Users	<p>1,529, comprising:</p> <ul style="list-style-type: none"> 635 male 894 female 101 ethnic minority 470 resident in Woking 5 aged 0-5 46 aged 6-10 66 aged 11-18 430 aged 19-65 982 aged 65+ <p>The figures include in-patients, day care patients, community patients and child bereavement clients for the year 2018/19.</p>
1.5 Members	N/A

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1.6 Sum Requested	£47,400 (Revenue)
1.7 Project	<p>This grant would continue to provide support for Woking Hospice's Community Team Leader (the same role previously referenced as Senior Community Palliative Care Clinical Nurse Specialist). The Community Team Leader leads the Woking community team of Clinical Nurse Specialists in providing care, advice and support to patients at home, improving their quality of life and helping them to live as independently as possible.</p> <p>Each year 2,000 local patients living with life-limiting illness. The support provided by the community team is essential. It reduces the burden on local hospitals and, with over 70% of patients choosing to be cared for at home, it helps people to achieve their preferred end of life.</p>
1.8 Cost breakdown:	<p>Community Team Leader = £44,988 (includes salary NHI & pension) Travel & departmental management = £1,150 Overheads = £9,706 (includes hospice administration, facilities, etc.) Total Budget = £55,844</p>
1.9 Community Benefit	<p>The community nursing team is vital to local people living with a life-limiting illness. Patients are contacted by a member of the specialist palliative care team nurses within 72 hours of their referral to arrange a holistic assessment of their needs. As each patient's circumstances and often complex needs are unique, the nurse will spend time with them and their family and / or carer. Together they will identify the key areas where support is needed and work out a plan for their ongoing care, working in conjunction with GPs and District Nurses, for example if they need a brief stay in the hospice in-patient unit for further assessment, or scheduling regular home visits from the Hospice's clinicians and therapists to enable them to receive care directly where they live, relieving pain and the symptoms of their illness.</p> <p>The Hospice states that it is seeing increasing numbers of patients with more complex needs. A large part of the role of the Community Team Leader and Clinical Nurse Specialists is coordinating and liaising with the primary health care teams to optimise symptom management and provide psychological support. This may include referrals to the wider multi-disciplinary teams in the Hospice as well as to consultants; physiotherapists, occupational therapists; complementary therapists. In addition the Hospice assists its patients with gaining practical advice regarding statutory benefits, emotional support from counsellors, and spiritual and religious care for those who request it. Their support will relieve patients' pain and distress, improve their quality of life and enable them to remain living as independently as possible. They help patients to plan a 'good death', i.e. ensuring they receive the care they would like in the location of their choice, surrounded by their loved ones.</p> <p>The community nursing team also support the carers and family members of patients, providing practical advice and support, as well as emotional and spiritual care. The Hospice estimates it benefits over 3,000 carers and family members in the course of each year.</p>

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2.0 Financial Background	
2.1 Budget	<p>At the time of the application, the Group held £1.2m in the bank.</p> <p>The Group has submitted a budget for 2020/21 which shows an anticipated income of £7,866,000 against an anticipated expenditure of £8,973,000, resulting in an anticipated deficit of £1,107,000.</p>
2.2 Accounts	<p>The Group has submitted accounts for 2018/19 which show an income of £8,224,000 (£8,509,000 in 2017/18) against expenditure of £8,650,000 (£8,436,000 in 2017/18), resulting in a deficit of £426,000 (a surplus of £73,000 in 2017/18). The sum of £6,029,000 was carried forward at the end of the 2018/19 year.</p>
2.3 Support over the past five years	<p>2019/20 – £47,400 2018/19 – £47,400 2017/18 – £57,400 2016/17 – £57,400 2015/16 – £57,400</p>

3.0 Assessment of Application																									
3.1 Key Information	<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Constitution</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Registered Charity</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ VAT Registered</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Equal Opportunities Policy</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Safeguarding Policy</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Reserves Policy</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Quality Mark</td> <td style="padding-left: 10px;">No</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Other funding sources pursued</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Other support by the Council</td> <td style="padding-left: 10px;">Yes*</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Fundraising</td> <td style="padding-left: 10px;">Yes</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Two quotes</td> <td style="padding-left: 10px;">N/A</td> </tr> <tr> <td style="border-right: 1px dashed black; padding-right: 10px;">○ Regular monitoring provided previously</td> <td style="padding-left: 10px;">Yes</td> </tr> </table> <p>* mandatory rate relief, discretionary rate relief, concessionary rent, loan facility.</p>	○ Constitution	Yes	○ Registered Charity	Yes	○ VAT Registered	Yes	○ Equal Opportunities Policy	Yes	○ Safeguarding Policy	Yes	○ Reserves Policy	Yes	○ Quality Mark	No	○ Other funding sources pursued	Yes	○ Other support by the Council	Yes*	○ Fundraising	Yes	○ Two quotes	N/A	○ Regular monitoring provided previously	Yes
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3.2 Consultee Comments	<p><u>Julie Meme, Home Independence Manager</u></p> <p>Woking and Sam Beare Hospices are a patient-led charity that deliver specialist palliative care to adult patients who have life-limiting and terminal illness'. Holistic care and support services for patients, their families and carers is free of charge. Each year around 2,000 patients access the services across Surrey in the community and within the fantastic new hospice in Goldworth Park, Woking of which 70% of the patients are cared for in the community.</p> <p>The value of the grant requested is £47,400 remaining at the same level as last year, and would continue to support the work of the</p>																								

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	<p>Hospice's Community Team Leader (CTL). The CTL leads the Woking community team of Clinical Nurse Specialists providing care and advice to patients at home, improving their quality of life and helping them to live as independently as possible.</p> <p>It would be my recommendation that the application for funding be approved to continue this vital work in our area.</p>
3.3 Assessment	<p>Woking Hospice has submitted a grant application to the Council to support the work of the Community Team Leader in the community. The role was funded until 2017/18 at £57,400 per year, and from the 2018/19 year a grant has been requested at a lesser amount of £47,400. Without the support, it would not have been able to continue the essential nursing service to all patients with a terminal or life-limiting illness across the Borough.</p> <p>As the new Hospice is now based in Goldsworth Park, it is anticipated that more resources will be dedicated to raising funds for the community nursing service through existing income streams. These include seeking significant support from a range of voluntary sources: individual donations, legacies, in memoriam giving, lottery and raffles, trusts and foundations, companies, community groups, events and the charity shops. The Hospice's five year strategic plan was launched in May 2017 and underlines its working commitment to a robust and diversified income strategy to ensure future sustainability.</p> <p>Relevant research studies indicate the need for a community nursing service to support people's palliative care needs at home. A key finding was shown in a comprehensive literature review (Gomes et al, 2013) which found that 75% of studies evidenced that the majority of people would prefer to die at home. This has also been borne out amongst its own patients: in a survey of patients in 2018-19, 75% identified their living place (home or nursing home) as their preferred location of death.</p> <p>The Hospice continues to work closely with patients, families and other care providers to ensure that the care offered meets their needs. Regular service audits among patients and their loved ones are also performed and feedback collated regarding the community nursing service so that it can continue improving in response to their needs. Excellent feedback continues to be received from patients and their families.</p> <p>Mandatory and discretionary rate relief are received on its premises in Woking which includes its retail warehouse in Knaphill and the charity shop sites. Mandatory and discretionary rate relief is also received for its storage facilities in Woking. Concessionary rent is received for the Woking Charity shop site.</p> <p>A large fundraising programme is operated which includes:</p> <ul style="list-style-type: none">- a chain of charity shops in the local area- a weekly lottery and two bi-annual grand raffles- a programme of hospice-led events, including the Dove Ball, a Midnight Walk, Santa Fun Run, Dragon Boat Family Day, Outdoor Cinema, Canines on the Common and Walk to Remember and the Hospice Golf Society- Business Supporter Group- a range of supporter-led events, from music nights and pub quizzes to coffee mornings and sporting events

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- coin collection boxes in local businesses
- support through care donations from trusts and foundations along with support through appreciation of care donations, in memoriam gifts and legacies.

The regular service evaluations are valuable in gathering feedback from beneficiaries to ensure information needs are fulfilled, whilst involving them in care planning and establishing the effectiveness of the nurse's support. The Care Quality Commission regularly inspects the Hospice and is satisfied with the monitoring framework.

The community nursing model supported 277 patients from Woking in 2018/19, helping them to achieve a higher quality of life at the end of their life, remain cared for in the community and reducing the number of unplanned hospital admissions.

Over the past seven years, the need for the community nursing team has continued to grow as more and more patients are choosing to be cared for in their home. In the last five years, the number of patient referrals for the team has increased by 28%. The total number of community team referrals across all areas covered in North West Surrey grew by 7.5% during 2018/19, with further increases expected this coming year.

The Hospice is working with key stakeholders as part of the Integrated Care Partnership to develop its model of care and ensure that it is fully integrated with services offered by the Borough Council or identified as required within the local community.

From April 2018, the Hospice received a further three year funding agreement with North West Surrey Clinical Commissioning Group. The value of this support remains at the same value as for the last six years, whilst the effect in real terms on the Hospice's overall funding has decreased.

It is recommended that the Council continues its support of the Hospice with a grant of £47,400 for the 2020/21 financial year.

REPORT ENDS