

WOKING HOSPICE – 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.

The construction of the new Hospice in Denton Way, Goldsworth Park began in October 2015. 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 work in Borough has been assisted through a loan facility from Woking Borough Council, following planning consent and the completion of an extensive tender process. The new Hospice building opened in May 2017.

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 2017/18, a decrease of £10,000 from the previous year. The purpose of the grant is to support the work of the Woking Hospice's Senior Community Palliative Care Clinical Nurse Specialist out in the community.

During the past few years the need for community nursing team has grown substantially and is now in greater demand than ever before. The Group notes 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 400 patients from Woking were supported by community nursing and the demand is continuing to increase.

It is recommended that the application from Woking Hospice be supported at the reduced level of £47,400 for 2018/19.

Recommendations

Reasons 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
The Executive is requested to:	RESOLVE That a grant of £47,400 be awarded towards the cost of the Senior Community Palliative Care Clinical Nurse Specialist out in the community.
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 2018/19 does not imply that a similar application in 2019/20 would be supported. In particular, it is emphasised that the Council is unlikely to be in a position to award any sums above the 2018/19 levels.</p> <p>In view of this, the applicant is to be advised to ensure that contingency plans for the Group's operations for 2019/20 have been drawn up in the event that the Council is unable to continue its support beyond April 2019. 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:

2018/19 Application Form.

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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 1,400 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>Their 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	251. The employees include 80 full time positions, 114 part time positions and 44 bank staff. Around 48% of staff work directly in clinical and medical roles, with 28% working in retail, 9% in fundraising and 11% in administrative roles such as HR, finance, volunteer management and facilities management.
1.3 Volunteers	844. Many volunteers give their time to more than one role within the Hospice; on average each volunteer performs 1.7 roles across the Charity. 77% of the volunteers support fundraising and special events activities; 58% support charity shops; 9% support administrative and office activities; and 19% directly support patients and their families.
1.4 Clients/Users	<p>1,497, comprising:</p> <ul style="list-style-type: none"> 668 male 809 female 1,457 disabled 227 ethnic minority 503 resident in Woking 2 aged 0-5 9 aged 5-10 29 aged 11-18 247 aged 19-65 1,210 aged 65+ <p>The figures include in-patients, day care patients, community patients and child bereavement clients for the year 2016-17.</p>
1.5 Members	None.

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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 Senior Community Palliative Care Clinical Nurse Specialist. The senior community nurse leads the Woking community team 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>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>Senior Community Palliative Care Clinical Nurse Specialist salary (including NI and pension contributions) = £58,313</p> <p>Travel costs = £855</p> <p>Support costs (management, phones, office costs etc) = £13,328</p> <p>Total cost = £72,496</p>
1.9 Community Benefit	<p>The community nursing team are vital to local people living with a life-limiting illness. When a patient is first diagnosed with a terminal condition, a community nurse will visit them at home within 72 hours of their referral. Together they will then map out a care plan to suit the patient, 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 multi-disciplinary approach provides patients with expert clinical care from nurses; therapeutic support from physiotherapists, occupational therapists and complementary therapists; 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>

2.0 Financial Background

2.1 Budget	<p>At the time of the application, the Group held £1,246,000 in the bank.</p> <p>The Group has submitted a budget for 2018/19 which shows an anticipated income of £8,730,000 against an anticipated expenditure of £9,005,000, resulting in a net deficit from operations of £275,000. During the year, the Hospice received income from a Capital appeal of £350,000 which resulted in an overall net surplus of £75,000 for the</p>
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	<p>year.</p> <p>Anticipated income includes fundraising (£3,550,000), retail (£2,800,000) and clinical / medical (£2,380,000). Items of expenditure include clinical / medical (£4,200,000), retail (£1,800,000), management and administration (£1,200,000), fundraising (£960,000), loan interest (£495,000) and property (£350,000).</p>
2.2 Accounts	<p>The Group has submitted accounts for 2016/17 which show an income of £9,236,000 (£8,351,000 in 2015/16) against expenditure of £8,308,000 (£8,911,000 in 2015/16), resulting in a surplus of £928,000 (a deficit of £560,000 in 2015/16). The sum of £4,724,000 was carried forward at the end of the 2016/17 year.</p>
2.3 Support over the past five years	<p>2017/18 – £57,400 2016/17 – £57,400 2015/16 – £57,400 2014/15 – £57,400 2013/14 – £57,400</p>

3.0 Assessment of Application

3.1 Key Information	<ul style="list-style-type: none"> ○ Constitution Yes ○ Registered Charity Yes ○ VAT Registered Yes ○ Equal Opportunities Policy Yes ○ Safeguarding Policy Yes ○ Reserves Policy Yes ○ Quality Mark Yes ○ Other funding sources pursued Yes ○ Other support by the Council Yes * ○ Fundraising Yes ○ Two quotes N/A ○ Regular monitoring provided previously Yes <p>* mandatory rate relief, discretionary rate relief, concessionary rent, loan facility.</p>
3.2 Consultee Comments	<p><u>Officer Comment</u></p> <p>I am supportive of this request for continued funding not least because I consider it very important that individuals can receive palliative care within their own homes, and that if they choose to, to die with dignity at home.</p> <p>I am also pleased to report that there has been increased partnership working this last year between the Hospice and the Council on a number of issues – whether that's been around support for residents in need of adaptations within their home or whether it's being joint training that has been undertaken around such issues as bereavement, dementia and carers, which has only helped in developing partnerships further – a position which we would look to</p>

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3.3 Assessment	<p>continue to develop further for the benefit of all involved.</p> <p>Woking Hospice has submitted a grant application to the Council to support the work of the Senior Community Palliative Care Clinical Nurse Specialist out in the community. The role has been funded for the last six years through a grant from Woking Borough Council at £57,400 per year. 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. Last year, it was proposed that the Hospice consider a grant application taking a tapered approach to funding, and as such the request before the Executive is for £47,400 during 2017/18, representing a reduction of £10,000.</p> <p>For the last few years, fundraising resources have been focused on raising the additional £3.4m required for the construction of the new Hospice. During this period, financial support has been received from new individuals and organisations. The aim over the next few years is to engage these new supporters to develop the existing supporter base for ongoing activities, such as the community nursing service.</p> <p>As the construction of the new Hospice is now complete, 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. It will continue to invest in these voluntary income streams to ensure funding stability and look to start phasing down reliance on the support from Woking Borough Council.</p> <p>In addition to these income streams, the Hospice is targeting efficiency savings relating to its new building. It is also seeking to rent its previous hospice site in Hill View Road which will help to generate regular income and gradually reduce the future requirement for support from Woking Borough Council.</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 2015-16, 72% 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. 96% of respondents have highly rated the advice, care and support given by the community nursing team.</p> <p>Mandatory and discretionary rate relief are received on its premises in Woking and concessionary rent for its charity shop in Commercial Way, Woking. The Council made available a £6m loan facility in order to convert Goldsworth House into the new state-of-the-art Hospice, which opened in May 2017. The Council also extended an additional £1m loan facility for this purpose to help maintain the Charity's</p>
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stability. In addition, there is a long-standing loan of £150,000. The Charity reports that it has a pledged donation of £10,000 from Surrey Heath Borough Council towards the new Hospice facility which is due by the end of 2017.

A large fundraising programme is operated which includes:

- a chain of charity shops in the local area
- a weekly lottery
- two annual grand raffles
- a direct giving programme for regular and ad hoc individual donors
- a programme of hospice-led events, including the Dove Ball, a Midnight Walk, Santa Fun Run, Dragon Boat Family Day and Light up a Life memorial events
- a range of supporter-led events, from music nights and pub quizzes to sporting events and skydives
- coin collection boxes in local businesses
- selling Christmas cards
- requesting grants from trusts and foundations
- support through care donations, in memoriam gifts and legacies.

The care provided by the Hospice is monitored internally through a range of quantitative and qualitative measures.

Quantitative measures include:

- The number of patients accessing the community nursing service
- The number of patient visits made by the community nursing team
- The percentage of patients able to die in the location of their choice
- The ratings collated from patients and families in regular service evaluations

Qualitative measures include:

- Written feedback from patients and families collated into frequent reports
- Comments collated from patients and families in the regular service evaluations
- Informal verbal feedback received directly from patients and their families
- Informal assessment of impact by weekly multi-disciplinary team meetings

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.

During the past six years, the need for the community nursing team has grown as more patients are choosing to be cared for in their

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home. Since 2012, there has been an increase of 25% in the number of patients requiring support in the community, far greater than the 9% increase in total patient numbers. The community nursing model supports around 400 patients from Woking each year.

It is recommended that the application be supported at the reduced level of £47,400 for 2018/19.

REPORT ENDS