

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 2021/22. 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.

The Covid-19 pandemic has severely affected the fundraising work undertaken by the Hospice and it has had to adapt its programme. However, additional funds have been received from the Treasury and the Business Grants Schemes. The Hospice has developed balanced budgets for the 2020/21 and 2021/22 financial years and is confident these can be delivered.

There have been alterations required to the work taking place in the community, for example using Zoom or Skype to connect remotely. Whilst access to full PPE has meant that home visits are still possible and are happening, an increasing amount of monitoring and support has had to be provided remotely during the pandemic. This has been particularly challenging when trying to provide holistic care to patients and their families whose distress and confusion has often been exacerbated by the restrictions that they are experiencing. In this challenging environment, the new ways of working have had to be developed in order to assure continuity of care for all those patients and families who are reliant upon the Hospice's services.

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 30% 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 300 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 2021/22 financial year.

Woking and Sam Beare Hospices – Application For Financial Assistance

Recommendations	
The Executive is requested to:	RESOLVE That , subject to the outcome of the Council’s budgetary process, a grant of £47,400 be awarded from the Community Grants Budget 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
Confirmation of funding	<p>This award is provisionally made on the expectation that the Council’s budgets for revenue and capital projects remain at the same level allocated for the current financial year. The Council’s overall budget, including the sums allocated for community grants, will be determined by Council at its meeting on 11 February 2021. In the event the grant budgets are set at the anticipated levels, confirmation of the Council’s support will be sent to successful applicants. Groups should not plan for the 2021/22 funding until this confirmation has been received.</p> <p>Should the budgets be reduced as part of the Council’s efforts to achieve savings to offset the impact of Covid on the Council’s financial position, a special meeting of the Executive will be held to review the provisional awards and allocate the funds available on a priority basis.</p>
Conditions	<p>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 for other years may also be required.</p> <p>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.</p> <p>Publicity. Where possible, the Organisation is required to publicise the support received from Woking Borough Council, including on all literature and leaflets produced.</p> <p>Payments. Unless exceptional circumstances exist all invoices must be received quarterly with details of the costs incurred and monitoring information for the previous quarter.</p> <p>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.</p> <p>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.</p> <p>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</p>

Woking and Sam Beare Hospices – Application For Financial Assistance

	<p>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.</p>
Performance Indicators	<p>Users. The Organisation to provide a breakdown of the users in the past quarter.</p> <p>Activities. The Organisation to provide details of activities and 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>Due to the impact of Covid-19, the financial pressure on the Council's budgets is higher than ever and is expected to continue in the coming years. 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 2021/22 does not imply that a similar application in 2022/23 would be supported. In particular, it is emphasised that the Council is extremely unlikely to be in a position to award any sums above the 2021/22 levels.</p> <p>In view of this, the applicant is to be advised to ensure that contingency plans for the Group's operations for 2022/23 have been drawn up in the event that the Council is unable to continue its support beyond April 2022. 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:

2021/22 Application Form.

Reporting Person:

Ray Morgan, Chief Executive
Extn: 3333, Email: ray.morgan@woking.gov.uk

Contact Person:

Frank Jeffrey, Democratic Services Manager
Extn: 3012, Email: frank.jeffrey@woking.gov.uk

Doug Davern, Democratic Services Officer
Extn: 3018, Email: doug.davern@woking.gov.uk

Portfolio Holder:

Cllr Simon Ashall
Email: cllrsimon.ashall@woking.gov.uk

Woking and Sam Beare Hospices – Application For Financial Assistance

Shadow Portfolio Holder:

Cllr Will Forster

Email: cllrwill.forster@woking.gov.uk

Date Published:

2 December 2020

Woking and Sam Beare Hospices – Application For Financial Assistance

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>Care is delivered in the community, in patient homes and nursing homes as well as through the in-patient ward and the Bradbury Wellbeing Centre, which offers day-care services to patients and their carers. In addition to support for patients with life-limiting illnesses, the Hospice provides pre- and post-bereavement support for children, young people and adults through counselling sessions and peer support groups.</p> <p>The aim of the Charity is to help patients have a choice in their care and where it is delivered and to help them achieve the best quality of life until end of life.</p>
1.2 Employees	<p>264. The employees include 79 full time positions (1 on fixed term contract), 121 part time positions (9 on fixed term contract) and 64 bank staff. Around 34% of staff work directly in clinical and medical roles, with 22% working in retail, 7% in fundraising; 13% in administrative roles such as HR, finance, volunteer management and facilities management; and 24% as bank staff.</p>
1.3 Volunteers	<p>837. 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>1,559, comprising:</p> <ul style="list-style-type: none"> 702 male 856 female 125 ethnic minority 501 resident in Woking 4 aged 0-5 11 aged 6-10 26 aged 11-18 436 aged 19-65 1,082 aged 65+ <p>The figures include in-patients, day care patients, community patients</p>

Woking and Sam Beare Hospices – Application For Financial Assistance

	and child bereavement clients for the year 2019/20.
1.5 Members	N/A
1.6 Sum Requested	£47,400 (Revenue)
1.7 Project	<p>This grant applied for would continue to support the work of the Woking Hospice's Community Nurse Lead (CNL) who, in addition to managing the Community Nurse Specialist (CNS) Team, will be leading on the implementation of a Rapid Response Service (RRS). The RRS will build upon the care provided for those patients in crisis and is in addition to current services.</p> <p>Each year, the Community Team cares for more than 2,000 local patients living with life-limiting illness, their families and carers and the RRS would enhance what is already an invaluable service.</p> <p>Around 70% of all patients referred to the Hospice are cared for in the community, with all new referrals to be contacted within 72 hours to arrange a holistic assessment of their needs. As each patient's circumstances and needs are unique (and often complex), the CNS 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.</p> <p>A large part of the role of the CNL and CNS colleagues is coordinating and liaising with the primary health care teams to optimise symptom management and provide psychological support. This may include referrals also to the wider multi-disciplinary teams in the Hospice as well to consultants; 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.</p> <p>The CNL and the CNS Team are also an invaluable source of specialist advice for their families and carers helping them to receive the support they need with their loved one's illness and also at the time of bereavement.</p>
1.8 Cost breakdown:	<p>Community Team Leader = £60,264 (includes salary NHI & pension)</p> <p>Travel & departmental management = £1,150</p> <p>Overheads = £9,706 (includes hospice administration, facilities, etc.)</p> <p>Total Budget = £71,120</p>
1.9 Community Benefit	<p>The Community Team provides direct care to more than 600 patients and their families and carers across six Surrey Boroughs, with around 300 supported who reside in Woking. The support provided significantly improves their quality of life and to enable them to remain living as independently as possible for as long as possible. They help patients to receive the care and support that they would like in the location of their choice, surrounded by their loved ones.</p> <p>The Team also support carers and family members by providing practical advice and support in addition to emotional and spiritual care.</p> <p>The introduction of the Rapid Response Service (RRS) will increase the Hospice's reach and responsiveness to those members of the Community with the greatest need at times of crisis. As with the</p>

Woking and Sam Beare Hospices – Application For Financial Assistance

	introduction of all new services, the Charity will audit the effectiveness of the RRS by collecting both qualitative and quantitative data.
1.10 Covid-19 Impact	<p>The Covid-19 pandemic has had a significant impact on the ability of the Hospice to raise funds from its retail business and events programme, and it has adapted the way in which it works to minimise this. In addition, some additional funding has been received from the Treasury (as part of the Government response to the Charity sector) and this (together with use of the Governments' Coronavirus Job Retention Scheme), has contributed towards this shortfall.</p> <p>The pandemic has also meant that there have been changes to the ways in which it works within the Community. It has increased the number of patient contacts through the effective utilisation of technology (i.e. telephone triaging, Zoom, Skype) and this has been positively received. Some aspects will remain in use (and will be further refined) post Covid-19. There has been a higher number of referrals from Acute Trusts and Primary Care during the pandemic which has been managed through the dedication of the Hospice's staff. It has also provided additional bed capacity within the In-patient Unit.</p>

2.0 Financial Background	
2.1 Budget	<p>At the time of the application, the Group held £2.7m in the bank, which includes the sum of circa £1m of advance funding made available by the Treasury to mitigate against income lost from fundraising and retail over the course of 2020/21.</p> <p>The Group has submitted a headline budget for 2021/22 which shows an anticipated income of £7,366,000 against an anticipated expenditure of £7,403,000, resulting in an anticipated deficit of £37,000. In addition, the Hospice budgets for £300,000 to be received each year through legacies.</p>
2.2 Accounts	<p>The Group has submitted accounts for 2019/20 which show an income of £7,936,000 (£8,224,000 in 2018/19) against expenditure of £8,510,000 (£8,650,000 in 2018/19), resulting in a deficit of £574,000 (a deficit of £426,000 in 2018/19). The sum of £5,876,000 was carried forward at the end of the 2019/20 year.</p>
2.3 Support over the past five years	<p>2020/21 – £47,400 2019/20 – £47,400 2018/19 – £47,400 2017/18 – £57,400 2016/17 – £57,400</p>

3.0 Assessment of Application					
3.1 Key Information	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"><input type="radio"/> Constitution</td> <td style="width: 50%; text-align: right;">Yes</td> </tr> <tr> <td><input type="radio"/> Registered Charity</td> <td style="text-align: right;">Yes</td> </tr> </table>	<input type="radio"/> Constitution	Yes	<input type="radio"/> Registered Charity	Yes
<input type="radio"/> Constitution	Yes				
<input type="radio"/> Registered Charity	Yes				

Woking and Sam Beare Hospices – Application For Financial Assistance

	<ul style="list-style-type: none"> ○ VAT Registered ○ Equal Opportunities Policy ○ Safeguarding Policy ○ Reserves Policy ○ Quality Mark ○ Other funding sources pursued ○ Other support by the Council ○ Fundraising ○ Two quotes ○ Regular monitoring provided previously <p>* mandatory rate relief, discretionary rate relief, concessionary rent, loan facility.</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes*</p> <p>Yes</p> <p>N/A</p> <p>Yes</p>
<p>3.2 Consultee Comments</p>	<p><u>Diana Chan, Health and Wellbeing Manager</u></p> <p>The Hospice are a charity that delivers personal and specialist palliative care to adult patients who have a life-limiting and terminal illness. It provides care to over 2,000 patients, their families and carers 24 hours a day, seven days a week, 365 days per year, without any cost to the patient. They help patients manage their symptoms, which are often complex and why they require the expertise of Clinical Nurse Specialists and Specialist doctors.</p> <p>Care is delivered in the community, patient homes, nursing homes and in their outpatient ward and the Bradbury wellbeing centre which offers day care services to all their patients and their carers. In addition to the support they provide for patients with a life limiting illness, they also provide pre and post bereavement support for children, young people and adults through counselling and peer support.</p> <p>I am supportive of the £47,400 requested to support the work of the Community Nurse Lead who manages the Community Nurse Specialist Team. This post will lead on the implementation of a Rapid Response Service that will build upon the care they provide for patients in crisis.</p>	
<p>3.3 Assessment</p>	<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</p>	

Woking and Sam Beare Hospices – Application For Financial Assistance

diversified income strategy to ensure future sustainability.

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 2019-20, 70% identified their living place (home or nursing home) as their preferred location of death.

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.

Work with key stakeholders is taking place as part of the Integrated Care Partnership to develop the model of care and to ensure that it remains fully integrated with services in the local community. Following discussions with the Clinical Commissioners, the Hospice has been assured that its funding will be extended for a further three year term commencing 1 April 2021.

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. As a result of the pandemic, Small Business Grants were received for its premises, totalling £120,000, along with additional funding of circa £1m as Treasury Funding and use of the Government's Coronavirus Job Retention Scheme.

A large fundraising programme is operated which includes:

- a chain of charity shops in the local area
- a weekly lottery and a Christmas 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
- 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 community nursing model supported around 300 patients from Woking in 2019/20, 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 recent years, the number of patient referrals for the team has increased by more than 30%. The total number of community team referrals across all areas covered in North

Woking and Sam Beare Hospices – Application For Financial Assistance

West Surrey grew by 10% during 2019/20.

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.

It is recommended that the Council continues its support of the Hospice with a grant of £47,400 for the 2021/22 financial year.

REPORT ENDS