

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 £30,000 in 2022/23, a lower level than the £47,400 previously requested. The purpose of the grant is to support the work of the Woking Hospice's Associate Clinical Nurse Specialist 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 10% over the past year. Last year 358 patients from Woking were supported by community nursing and the demand is continuing to increase.

The Hospice is a vital local service and active member of the North West Surrey Alliance Integrated Care System alongside the Council. The Hospice 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. 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.

It is recommended that the application continues to be supported with a grant of £25,000 for the 2022/23 financial year.

Recommendations

The Executive is requested to:

RESOLVE That, subject to the outcome of the Council's budgetary process, a grant of £25,000 be awarded from the Community Grants Budget towards the cost of the Associate Clinical Nurse Specialist in the community.

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Reason for Decision	To support the community nursing team in providing care and support to patients in their own homes in the Borough.
Confirmation of funding	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 10 February 2022. 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 2022/23 funding until this confirmation has been received.
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 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>

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	Statement of Use. The Organisation to provide a statement stating the use to which the grant money has been put.
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 2022/23 does not imply that a similar application in 2023/24 would be supported. In particular, it is emphasised that the Council is unlikely to be in a position to award any sums above the 2022/23 levels.</p> <p>In view of this, the applicant is to be advised to ensure that contingency plans for the Group's operations for 2023/24 have been drawn up in the event that the Council is unable to continue its support beyond April 2023. 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:

2022/23 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. In December 2021 the Charity will begin a year of celebrations to mark its 25th anniversary.</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>239. The employees include 179 with permanent contracts and 60 bank staff. Around 29% of staff work directly in clinical and medical roles, with 23% working in retail, 6% in fundraising; 17% in administrative roles such as HR, finance, volunteer management and facilities management; and 25% as bank staff.</p>
1.3 Volunteers	<p>746. Many volunteers give their time to more than one role within the Hospice. During the past year, 36% of the volunteers have supported fundraising and special events activities; 54% supported charity shops; and 12% supported administrative and office activities.</p>
1.4 Clients/Users	<p>1,405, comprising:</p> <ul style="list-style-type: none"> 687 male 718 female 89 ethnic minority 439 resident in Woking 1 aged 0-5 7 aged 6-10 15 aged 11-18 344 aged 19-65 1,038 aged 65+

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	The figures include in-patients, day care patients, community patients and child bereavement clients for the year 2020/21.
1.5 Members	N/A
1.6 Sum Requested	£30,000 (Revenue)
1.7 Project	<p>This grant applied for would continue to support the work of an Associate Clinical Nurse Specialist (CNS) in Woking, a hugely important role for the Hospice in terms of its strategy to deliver sustainable end of life care into the community through the provision of home visits to patients living within the Borough.</p> <p>The recruitment and training of Associates who can support the CNS Team ensures that skilled and experienced staff can be developed in-house from a more junior level and progress to become fully qualified Specialists. This enables a skilled and experienced workforce that meets the growing need and demand for an End of life service in the community. The Charity can also manage staffing levels in a sector where there are skills shortages and challenges with recruitment.</p> <p>The Community Team (CNS's and Associate CNS's) helps patients with life limiting conditions to make informed decisions about their care and enable them to have the best quality of life possible. Its members are an invaluable source of specialist advice for family and carers, helping them receive the support they need to cope with their loved one's illness and their own bereavement. The service enables people to receive care, treatments and therapies to relieve pain, symptoms and the side-effects of their illnesses.</p> <p>Throughout lockdown, members of the team were routinely visiting patients who had not had any face-to-face contact with their GP's, Consultants and District Nurses for many months and who were understandably anxious about their prognosis. As a result, visits have taken longer as the team has had to provide more information and guidance than would normally have been the case.</p> <p>Another consequence of the lockdown was that patients were referred later in their journey and with more complex conditions which placed increased demands on the CNS team which has had to adapt in very difficult conditions.</p>
1.8 Cost breakdown:	<p>Associate Clinical Nurse Specialist = £36,850 (includes salary, NI & pension)</p> <p>Travel & departmental management = £1,150</p> <p>Overheads = £9,706 (includes hospice administration, facilities, etc.)</p> <p>Total Budget = £47,709</p>
1.9 Community Benefit	<p>The Community Team provides direct care to more than 350 patients, their families and carers within the Borough each year, with this figure having increased by 10% last year due to growing demand. 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. The team also support carers and family members by providing practical advice and support in addition to emotional and</p>

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	<p>spiritual care.</p> <p>Since mid-2019, the Hospice has undergone a process of transformation to further improve its services and to substantially reduce its cost base. This will ensure the future financial sustainability of the Hospice and reduce its dependence upon Woking Borough Council.</p> <p>During 2020/21, it collaborated with partners within the Integrated Care System (ICS) to ensure that the Hospice is financially resilient and able to play its part in meeting the health and social care needs of the local community. Since January 2021, the medical team has been working across both the Hospice and the local NHS Acute Trust (at St Peter’s Hospital), with the Hospice leading on the specialist palliative care agenda across North West Surrey.</p>
<p>1.10 Covid-19 Impact</p>	<p>The pandemic and lockdown periods have had a significant impact on the Hospice’s ability to generate income both through fundraising due to the cessation of events and the prolonged and intermittent closure of retail shops over the past 18 months. Whilst the furlough scheme was made use of to recover some income, it has been a challenging period in terms of income generation.</p> <p>As the country is coming out of lockdown, the Charity is visiting patients who in some cases have experienced a year of only having phone based remote contact with their GPs, oncologists and District Nurses. It has therefore been the Community Nurses who through home visits have been better able to help make sense of a diagnosis. In many cases they are the first clinical specialist person to see these patients and, as a consequence, the visits are sometimes longer than normal.</p> <p>The Hospice has also had to adapt and use the phone and Zoom to reach patients and expects to continue using these methods post Covid-19. A number of patients being seen also have more complex conditions and are further down the trajectory in terms of their patient journey and end of life terminal diagnosis. As such the patients are in a much worse state of health than previously would have been expected, requiring more work to assist them.</p>

<h3>2.0 Financial Background</h3>	
<p>2.1 Budget</p>	<p>At the time of the application, the Group held £4,300,000 in the bank.</p> <p>The Group has submitted a budget for 2022/23 which shows an anticipated income of £4,599,000 against an anticipated expenditure of £4,902,000, resulting in an anticipated deficit of £303,000.</p>
<p>2.2 Accounts</p>	<p>The Group has submitted accounts for 2020/21 which show an income of £10,178,000 (£8,041,000 in 2019/20) against expenditure of £8,441,000 (£8,509,000 in 2019/20), resulting in a surplus of £1,737,000 (a deficit of £468,000 in 2019/20). The sum of £7,543,000 was carried forward at the end of the 2020/21 year.</p>
<p>2.3 Support over the past five years</p>	<p>2021/22 – £47,400 2020/21 – £47,400</p>

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2019/20 – £47,400 2018/19 – £47,400 2017/18 – £57,400

3.0 Assessment of Application		
3.1 Key Information	<ul style="list-style-type: none"> ○ Constitution ○ Registered Charity ○ 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 style="font-size: small;">* Mandatory rate relief, discretionary rate relief, concessionary rent, loan facility.</p>	<ul style="list-style-type: none"> Yes Yes Yes Yes Yes Yes No Yes Yes * Yes N/A Yes
3.2 Assessment	<p>The Hospice is a vital local service and active member of the NW Surrey Alliance Integrated Care System alongside WBC. The Hospice 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. 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>In light of the Council's financial situation, it is recommended that a grant be awarded at the level of £25,000 for 2022/23.</p>	

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