Minutes of the Executive Committee of the Forum of Hospice Chair (FHC) Zoom Call – 10 March 2022

Representative | Hospice | Region
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**Present**
Kate Tompkins | Dorothy House Hospice Care | Chair/South West
Terry O’Leary | St Catherine’s Hospice | South East Coast
Ros Keeton | Compton Care | West Midlands
Jeremy Allin | Lewis Manning Hospice | South West
David Brown | Pendleside Hospice | North West

**Apologies**
Robin Graham-Brown | LOROS | East Midlands
Andrew Chancellor | St Michael’s Hospice | South Central
David Dickson | St Leonard’s Hospice | Yorks & Humber
Michael Baker | City Hospice | Wales

**Hospice UK attendees**
Craig Duncan | Hospice UK | Interim CEO
Rowena Lovell | Hospice UK | Director of Strategy & Governance
Gloria Chan | Hospice UK | CCLE Co-ordinator

**EC/21/28**
**Welcome and apologies**
Kate Tompkins welcomed everyone to the meeting and in particular to Craig Duncan in his new role as Interim CEO of Hospice UK.

Apologies were received from Robin Graham-Brown, Andrew Chancellor, David Dickson, and Michael Baker.

**EC/21/29**
**Chair’s update**
The meeting noted the following key updates:

1. Kate Tompkins is to step down from her role at Dorothy House and on the FHC in July 2022 – see below for outline of next steps
2. There is an acknowledgment of current events and the FHC is very supportive of the Hospice UK executive team during this tough period.
3. There are still vacancies on the FHC and forms are due from interested candidates in London, East of England & North East. These are being chased..
Hospice UK Update – Government funding and Business Planning

The meeting noted the following update from Craig Duncan on the recent round of government funding and Hospice UK’s business plan for 2022/23

**Funding:**
- Successful in securing another round of govt funding for hospices in England
- Payment for December came through on March 8 – and anticipating that over £90 million will have been paid out over 3 and a half months

Hospices enter their data into the capacity tracker, and payment is calculated from that data

Hospice UK will be asking hospices to report back on the impact the funding has made so that a report can be submitted to NHSEI and the government.

Guidance will be sent out soon on what information is needed.

**Business Planning:**
Hospice UK’s current 5 year strategy is being rolled forward for another year and the commitments in the business planning for the next year will remain largely the same, namely:
- 1. Promoting equality and inclusion and improving access to end of life care
- 2. Public focus around death, dying and bereavement
- 3. Transformation of end of life care provision within systems
- 4. General support for hospices with the intention to grow and develop their networks and projects
- 5. Making sure Hospice UK is working with members and keeping the relationship strong.

Over the last 6 months, feedback from regional meetings has highlighted the following concerns and challenges:

- **Workforce** (identified as the highest priority) – staff burnout, challenges around recruitment especially senior staff members and fundraising teams, NHS pay rises.
- **Funding** – funding not being sustainable and equitable
- **Regulations** – around CQC and how Hospice UK can do more to support hospices to comply

Hospice UK will aim to provide overall guidance and draw out good examples of innovation and best practice and share with hospices. The intention is to have more unified conversations and asks. Cooperation and collaboration will be the main focus.

Trustee Conference, Current challenges for board members & Future topics for board

The meeting noted that Hospice UK is planning to run a Trustee conference around September time with virtual sessions spread across the week. The session will need to be relevant and useful to hospice trustees and the following topics were discussed:
- Functional Governance – the functioning of board, GDPR, cyber security
- Equality and inclusion agenda – cultural inclusion, community inclusion, board diversity
- Collaboration – sharing case studies of collaboration and governance framework and role of board; conversations boards need to have between each other as well as the relationship with CEO and chair; how to work with other partners (NHS, ICS’s, hospices etc.) and how to go about approaching ICS’s and gain that knowledge
- Commercial income generation – how could hospices ‘sweat assets’ differently and identify new opportunities to generate income as well as share best practice
- Smaller workshop sessions to enable delegates to talk about current tensions and concerns amongst each other.

It was agreed that there needs to be a focus on the future and an agreement to operating collectively in a way where we are looking forward.

EC/21/32 Regional Update

North West – David Brown
- Major pressure is still as Dec:
  o Workforce vacancy (clinical and non-clinical roles)
  o Workforce retention & recruitment
- Navigating around NHS plans, and pay awards
- Dealing with fallout from mandatory vaccination rule (staff dismissal) - anticipate repercussions after recent rule change
- Lancashire and South Cumbria hospice group has developed. 8 hospices are funding a paid member of staff, who will help with back office function, provide leadership and help everyone come together as one when talking to NHS bodies.
- Next meeting in 2 weeks’ time.

South East Coast – Terry O’Leary
- Funding sustainability – looking at the impact of health and social care bill and how it will affect hospice funding. Also how cost increases & inflation will impact on donors & hospice sustainability
- Collaboration between hospices – 5 SE hospices are forming a sub-group to share knowledge and expertise. 2 hospices have made a joint financial director.
- EDI agenda, recognizing the lack of work around this area and a priority for SE hospices as this will be an area of focus for partners considering funding
- Digitization – an area of clinical and non-clinical opportunities as well as the H&SC system.
- Children to adult transition – a generic issue around how this can be done better and other colleagues can have a better understanding on the process

West Midlands – Ros Keeton
- Contacted chairs in West Midlands, had regional meeting discussing vaccinations and IPU utilization.
- Discussion around vaccination – changing landscape & conflict around fixed vaccination rule vs staff retention
- IPU utilization in West Midlands is high – shape of clinical services, balance between community based services vs institutional based services and how this fits with ICS’s and end of life care strategies.
  - 3 things they asked to be brought to group:
    o Trustee network: Can we have a session around ethical investment & banking?
    o Question around CQC, induction and training of trustee is not fit for purpose – does HUK provide a resource guide about what chairs and boards should be looking at, around mandatory and statutory training – how does a chairman keep updated on changing landscape.
    o Issue with staff recruitment across all functions of work

South West – Kate Tompkins / Jeremy Allin
- Workforce – significant challenges across all health and social care partners. Beginnings of collaboration generally with ICS’s having the responsibility, but at different stages of development. SW Hospices are finalising a scoping paper to go to NHSE SW region. The focus is on identifying current resources and building from ‘Street to Seat’ with initial focus on HCA’s who provide the bedrock of care. This work will link into ICS’s and integrated care systems and expand into clinical (registered) roles.
- Income – Hospice UK/government funding is very welcome, thank you to HUK colleagues for their work on this. However, general concerns continue regarding future funding. What is the impact of the inclusion of palliative and end of life care in the health and social care bill? Does this increase the need for hospices to be an active partner in ICS/Integrated Care in order to receive statutory funding?
- IG, reserves and Investment – the impact of Ukraine both on fundraising and reserves and investment. Hospices will need a robust reserves policy based on a risk assessment.
- Collaboration – increasing opportunities in digital, delivery of care and transition in various stages of development, but a shift in Hospice thinking is emerging.
- Governance – with lots of change and increasing collaborative work, robust governance frameworks feels topical

EC/21/33
Chair of the FHC
The meeting noted that the next meeting will be Kate’s last as chair of the FHC.

Next steps to appoint a new FHC chair are as follows:
- All current FHC representatives will be eligible to stand as the new chair and will be invited to put themselves forward or nominate someone
- If more than one person nominated then a confidential vote will be undertaken amongst FHC representatives.
- The aim is to begin process in April, with a handover then taking place in May & June. It was also noted that consideration needs to be given to the appointment of a vice chair.

EC/21/34
Next Meeting
The date for the next Forum of Hospice Chairs will be scheduled for June 21, 2022.