

Introduction

Thank you for your interest in Phyllis Tuckwell (PT). We are seeking two individuals with either clinical or business skills and experience to join our Board of Trustees. This short briefing note has been put together to provide some background about the charity, the Board and management structure and the future aspirations of PT. Should you have additional queries please contact Sarah Church, Chief Executive, on 01252 729400 who would be happy to help or direct you on to the Trustee Chair, David Eyre-Brook.

About PT

PT offers supportive and end of life care to patients living with an advanced or terminal illness, such as cancer, and to those who love and care for them.

We support over 250 patients, carers and relatives every day, in their own homes, in the community, at the Beacon Centre in Guildford and at the Hospice in Farnham. We serve our local community of 550,000 people across West Surrey and North East Hampshire.

Everything we do is built around the patient (and their carer/family) and, as far as possible, we offer people the choice about where they are cared for.

PT provide a full range of integrated care services in a range of settings:

- Care to patients in their own homes through our Living Well and Hospice Care at Home services, including our Clinical Nurse Specialists and multi-disciplinary Community Team;
- In-Patient Unit based in Farnham; (14 beds. A reduction from our previous 18 beds, 4 of which were closed due to infection control measures required following the Covid pandemic)
- A range of “Living Well” day services – based in Farnham and Guildford;
- Carer and family support for those caring for our patients – including bereavement support;
- Training and education for local healthcare professionals (e.g. GPs, District Nurses, Care Home staff, etc.) to offer support and guidance on specialist palliative care and the delivery of best practice guidelines and protocols.

Our multi-disciplinary clinical team includes: doctors; nurses; health care assistants, physiotherapists; occupational therapists; complementary therapists; dietitians; social workers; counsellors; welfare advisors; and a pastoral care team.

During 2021/22 we cared for 2,137 patients (and their families): 248 on the IPU, around 2,000 patients in the community and 630 in our Living Well services. Around 600 Health Care Professionals attend one of our education sessions annually.

We are proud of our achievements to date. Both our Farnham and Guildford sites have been inspected by the Care Quality Commission (CQC) and we have been rated as “good”. No areas of concern were raised by the CQC inspectors and many examples of best practice were cited for both sites, along with extremely positive patient, family & staff feedback.

The impact of Covid-19

PT has responded to a number of challenges over the past couple of years, but our goals have been to continue our care for patients, carers and families, whilst ensuring safety of all (patients, families, staff and volunteers) and supporting the NHS through this unprecedented period.

- **IPU** – For patients requiring 24/7 care and symptom control. We have reduced the number of beds to 14. Our ambition is to return to 18 beds but this is not possible within the current building
- **Living Well** – A range of services for patients in the community, from support at home to groups and outpatient appointments at the Hospice and Beacon Centre. Groups were temporarily suspended during Covid, but we continued to support patients via phone and video calls. Groups have now restarted.
- **Hospice Care at Home** – Staff rose to the challenge of supporting end of life care for patients choosing to die at home, including wearing PPE for every visit.
- **Bereavement** – pre- and post-bereavement support through counselling and children's groups. Resources were uploaded onto website and, during Covid, families were supported via phone and video. We have now returned to face-to-face sessions.
- **Education** – training sessions were temporarily suspended, but free resources were available on our website to enable, in particular, care home staff to access appropriate training online – such as Verification of expected death and Syringe driver training. Courses have now restarted...both physical and online.
- **Income Generation** – we temporarily closed all 18 shops towards end March 20, but reopened 17 shops from June/July 21. All events were cancelled, with the team implementing other “virtual” ways to raise funds. Events have now restarted.
- **Funding** – the Government increased funding to all hospices nationally during Covid, enabling us to assist the NHS. Funding from Government/NHS, increased to around 45% during Covid, from our usual 20%. We await results from discussions with our NHS colleagues to determine funding levels going forward.

How we are funded

PT is an independent charitable trust and, in normal times, dependent on our local community for 80% of our running costs.

The 2021/22 expenditure for PT was £11.8m. We usually only receive 20% of our funding from the NHS/Government which means that we need to raise over £25,000 a day from legacies, sales from our 17 shops, fundraising events, general donations and corporate support. All of our services are offered free of charge to patients and their families.

We enjoy the support of around 600 volunteers who work in a great variety of roles, within the Hospice, at the Beacon Centre and in our shops. We estimate their annual contribution is £2m but their actual value is far more than monetary, as their unique perspective is greatly appreciated by patients, families and PT staff alike.

Income Generation activities

In order to maintain and expand our services we need to raise c.£8m a year and rely heavily on the local communities that we serve to support us. 80% of our annual income comes from charitable donations including our 15 charity shops and 2 furniture showrooms, a whole range of fundraising activities and income from the Tuckwell Chase Lottery (a joint venture with Shooting Star Children's Hospices). The challenge facing Trustees and management is to continue to sustain and develop our services whilst strengthening and expanding sustainable sources of income.

Board and Governance arrangements

PT has a Board of Trustees which is currently headed by Chairman (David Eyre Brook), supported by two Vice Chairs and eight other Trustees. The management of PT is the responsibility of the Trustees, who are directors for the purpose of company law and Trustees for the purpose of charity law. The day-to-day running is devolved to the Chief Executive and Senior Management Team (SMT) of PT.

Within this, there is a Committee structure which enables Trustees to work with the Chief Executive and SMT according to their particular areas of expertise. The following committee structure currently exists:

- *Clinical Strategy Committee* – meets at least once a year to consider the most appropriate clinical direction for PT, taking account of the overall 5 year strategy as well as developments external to PT (e.g. with local CCGs, national developments, financial constraints etc.).
- *Clinical Governance Committee* – meets quarterly to review the organisation's clinical governance practices across all clinical areas of PT.
- *Finance Committee* – meets every two months prior to the Board meeting to review the previous months' accounts, monitor the financial health of the organisation, ensure internal controls are effective and check that PT assets are safeguarded and being used to meet the objects of the Charity.
- *People Committee* – meets quarterly to oversee all HR and voluntary services activities and HR governance arrangements
- *Income Generation Committee* – meets quarterly to develop the income generation activities of PT.
- *Health and Safety Committee* – meets quarterly to review significant incidents and discuss governance practices across all PT.
- *Resources Committee* – meets quarterly to consider IT and estates projects and tracks progress against milestones.

Board meetings are held quarterly; generally on a fourth Thursday of the month starting at 4pm. Board members are required to attend these – and typically get involved in at least one Board Sub Committee - meetings of which typically take place during the working week. Board members are also encouraged to attend and support fundraising events (where appropriate) which usually occur out of hours and/or on weekends. All members of the SMT attend Board meetings.

Trustees are typically elected for a three year period, with the option of a further two three-year periods being served if so desired.

Trustee indemnity insurance

PT is a company limited by guarantee, and holds Trustee indemnity insurance, which indemnifies all Trustees against any claim arising from any breach of duty, negligent act or omission, breach of warranty of authority or libel slander or defamation which has been committed in good faith in connection with the conduct of PT carried out by individual Trustees. Full details of the cover and exclusion of the insurance policy are available on request.

Future aspirations / challenges

PT is firmly committed to improving supportive and end of life care in our catchment area, working in partnership with our healthcare colleagues (NHS, voluntary or private sector). We believe PT has a key role in leading the provision and coordination of

supportive and end of life services and we are working with local Commissioners to develop appropriate models of care alongside other end of life care providers.

We know that an ageing population, along with more people living and dying with multiple conditions (often with less family support), means that demand for our services will steadily increase. We have structured our services, alongside our healthcare partners, to best respond to this increasing demand. Our current major project is to redevelop the Hospice site: to increase bed numbers back to 18; provide increased facilities for our community teams; and improve back-office accommodation.

Our planned service expansion clearly requires sustainable funding and we will continue to develop our range of income generation activities whilst seeking to secure equitable NHS funding.

We have an excellent reputation to build on and are excited about our future and the opportunities to support local people at a vulnerable time in their lives.

Additional information

Further information about PT can be found at our website www.pth.org.uk including the 2020/21 Annual Review and Quality Account report, together with our five year strategy document.

May 2022