



**THE ANNUAL GENERAL MEETING OF THE BOARD OF TRUSTEES OF LINDSEY LODGE HOSPICE FOR 2019/20**

**Minutes of the Meeting Held 7<sup>th</sup> July 2020**

**Present:** Andrew Horwich (Chair), Alan Bell (Deputy Chair), Pat Webster, Dr Lucy Adcock, Karen Griffiths (Chief Executive), Jane , Mike Rocke, Maureen Georgiou, Pete Wisher, Nicola Threadgold, Joe King, Tom Moody, Jenny Baynham

**Attended via zoom:** Peter Stapleton, George Thomas, Angela Lidgard

**In Attendance:** Kay Fowler - Meetings Clerk

	The Chair welcomed everyone and the members of the public who were attending the meeting via zoom	ACTION POINTS
1	<u>Apologies</u> - Jim Dunn	
2	<u>Minutes of the 29<sup>th</sup> Annual General Meeting</u> The minutes of the meeting of 30 <sup>th</sup> July 2019 were reviewed and formally adopted by the Board.	
3	<p><b><u>Chief Executive’s Annual Report 2019-20, Karen Griffiths; Chief Executive</u></b> Karen Griffiths began by informing that the Chief Executives Report and the Annual Quality Report both form a part of the 2019/20 Annual Review Booklet this year which has been designed internally by the PR and Communications team. These will not be available in printed form this year to reduce costs and will be posted on our website:</p> <p><a href="https://www.lindseylodgehospice.org.uk/LindseyLodge/media/Lindsey-Lodge-Media/Downloads/Annual-report-2019-20.pdf">https://www.lindseylodgehospice.org.uk/LindseyLodge/media/Lindsey-Lodge-Media/Downloads/Annual-report-2019-20.pdf</a></p> <p>Karen noted that this was her fourth year with Lindsey Lodge and added that this is one of the more memorable in terms of highs and lows. A significant amount of work has been achieved with particular success in retail and within our own site restaurant and new clinical services. It was disappointing that we ended the year with 15 retail outlets closed and a vastly reduced workforce as we were affected by Covid 19. KG talked through the report and picked out the following highlights:</p> <ul style="list-style-type: none"> <li>• Hospice UK innovation of year award - this demonstrates multidisciplinary working we have fostered and strong patient engagement, with end to end benefits with many staff involved and most importantly patient satisfaction.</li> <li>• Focus on Retail - reviewed all our shops and supported by Board of Trustees agreed to expand retail portfolio. Opened 5 new shops in Crowle, Thorne, Gainsborough, High Street Scunthorpe, Barton and re vamped Laneham Street and opened a new Retail Donation and Distribution Centre.</li> </ul>	

	<ul style="list-style-type: none"> <li>• Support received from local businesses and donors we have been able to develop services to continue to be able to provide high quality and specialist palliative care to thousands of people and families living with life limiting illnesses and that 28 years on we continue to be focused on delivering high standards of care. Worked closely with other providers and other local hospices, sharing experiences and resources where appropriate.</li> <li>• Without the contribution from staff, volunteers, supporters and donors we wouldn't achieve the many things that we have in the last 12 months and conveyed from senior management team and board of trustees a big thank you for supporting us.</li> </ul> <p>KG then went on to explain about our Core Services, which are:</p> <ul style="list-style-type: none"> <li>• IPU which offers 24 hour care. A respite service was launched in July 2019 which offers a dedicated nurse-led respite service and is available to patients in a booked manner to support families and carers should they require breaks. We have supported emergency respite and have received regular bookings from patients choosing to spend personal allocated NHS budgets with us. Patient stories following respite have been presented to the board and have been very powerful.</li> <li>• Hospice Liaison post was trialled over the year on a 6 month pilot, to assist wards with identification of patients and improve the flow of patients from local hospitals to us. There has been a very positive response from the acute Trust</li> <li>• Our doctors have worked flexibly to better support admissions and improve access over 7 days. This has been recognised positively by referrers and need to build on this to substantiate 7 day rotas. KG thanked the doctors for their hard work and commitment to us</li> <li>• Patient feedback highlights - a new theme this year has been to take patient stories to the board to receive both positive and negative experiences from users of our services and help consider how we may improve. This has been done through written letters and compliments, captured feedback and actual patient attendance. Feedback continues to be extremely important to us.</li> <li>• Mental health - key topic of focus over the year and mental health awareness week was 13 - 19 May and Mental Health First Aider Karen Andrew took a lead role to bring heightened awareness in our workplace and thank you for this focus and dedication.</li> <li>• All the Wellbeing team are led by Senior Therapist Sarah Hodge and we are proud of their achievements, particularly with grant submissions working with the fundraising team that have supported improvements in patient care this year. Patients have enjoyed a whole host of entertainment and social activities that support loneliness and often social isolation as disease progresses. Thank you to all the staff and volunteers for making these events so special and to all entertainers for giving their time so generously.</li> <li>• Services and training to support coping with dementia has also been a strong feature of our work as we are aware of this growing need and this has linked to the continued remodelling of our Wellbeing Centre that offers a blended service with focussed sessions and clinics to offer an increased range of services.</li> <li>• Football legend Allan Clarke helped launch the hospice gym, which is a facility aimed to support mobility assessment improvement and rehabilitation.</li> </ul>	
--	--	--

	<ul style="list-style-type: none"> <li>• Daybreak - launched a new respite day care service to give carers a much needed day off</li> <li>• Grant funding supported services helping people live with life limiting lung conditions and their families breathe easy thanks to a new programme of care provided by £40,000 of grant funding to provide the Breathe Easy Enablement Programme (BEEP) to support more patients diagnosed with progressive lung disease to take part in exercise, learn about their condition and how to self-manage at home.</li> </ul> <p>Quality of care:</p> <ul style="list-style-type: none"> <li>• Documentation Audit completed 24 April 2019 demonstrated the overall compliance rate was 91% which is a fantastic achievement as at the previous audit in October 2018 it was 42%. This documentation audit was undertaken with the aims and objectives</li> </ul> <p>Training provision and highlights:</p> <ul style="list-style-type: none"> <li>• Edward Jenner Programme success - Well done to our Senior IPU Nurse Karen Andrew and Clinical Trainer Sally Watson who completed The Edward Jenner programme attaining the NHS Leadership Academy Award in Healthcare Leadership Foundations.</li> <li>• Lindsey Lodge Hospice is committed to being dementia friendly, so we supported Dementia Action Week (20-26 May). Our Dementia Friends trainers Karen Andrew and Sally Watson also took their training to Humberside Airport, Ashby Wesley Methodist Church and held other sessions at the Hospice, bringing the total number of Dementia Friends to over 200, a fantastic achievement.</li> <li>• A palliative care course ran over 6 weeks and was hosted for colleagues across North Lincolnshire with the specialist palliative care teams</li> <li>• 100 % of our clinical staff completed their basic life support training</li> </ul> <p>Asset Base</p> <ul style="list-style-type: none"> <li>• We own the Hospice premises and the land adjacent to it. These fixed assets, together with other liquid investments available to us gives us a total asset base in excess of £4.5 million. We now own approximately six acres of surrounding land which is an investment and presents opportunity for us in terms of future income generation</li> </ul> <p>Non Clinical Team</p> <ul style="list-style-type: none"> <li>• We take this opportunities to thank trustees leaving us this year for their voluntary contributions and said good bye to Paul Watson, Mark Lowden and John Birch.</li> <li>• Half day workshop delivered to trustees by a learning and development Facilitator with the Co-op Business Services, who kindly volunteered her facilitation skills to support our Trustees with some board development</li> </ul> <p>Senior Management Team</p> <ul style="list-style-type: none"> <li>• Senior Management Team Maureen Georgiou is our Director of Nursing and Patient Services and Deputy Chief Executive, she has also been appointed by the Care Quality Commission (CQC) as the Registered Manager Responsible for Care Services</li> <li>• A decision was made in 2019/2020 to separate out Fundraising from Retail in order to try to increase the income from both teams to support the rising care costs. The changes signalled a broader remit in terms of working as part of the senior management team and taking responsibilities for organisational wide projects and supporting the on call rota. During 2019/20 the Hospice's fundraising team generated a total of £959k in donations. The comparable sum for the preceding year was £815k; therefore, the team generated an increase of 18% in income during the</li> </ul>	
--	---	--

course of the year, which signals positive success from changes and the team are to be congratulated on their contributions.

#### Retail

- As part of the 2019/20 financial planning determined by the Board a radical review and expansion of the Hospice's retail offering across the local community and beyond unfolded. In the months preceding March 2020 monthly retail sales were, on average, higher than the equivalent period in 2018/19 which reflects the progress made in opening new stores. However, income fell dramatically toward the end of the financial year and as a consequence total annual income generated during 2019/20 was £880k, slightly lower than the comparable figure of £893K generated in the previous year.
- A significant contributory factor to the reduction in retail income toward the end of the financial year was the temporary closure of the Hospice's store on Laneham Street in Scunthorpe at Christmas 2019. The closure allowed the landlord to make essential repairs to the fabric of the building.
- Within the review Jenny Baynham was appointed to Senior Manager: Retail and Marketing. Jenny has three strands to her role, retail, organisational lead for communication and marketing and contributions as a senior manager to other strategic work. We congratulate Jenny and the Retail team on our newly branded stores 'Lindsey's Preloved' and the clean, fresh, vibrant feel the stores have adopted
- Our Retail Distribution and Donation Centre (RDC) opened in September and we have started to get donations from the general public into an area that can store and handle the goods more safely. We launched an ebay operation from the RDC so that high value goods are seen in a central location and offered for sale on the ebay platform.
- To support the safe transport of our donations to the 'right outlet' we leased two other vehicles and welcome three drivers working with us on temporary contracts to try this concept out.

#### Workforce Team

- Senior Workforce Manager Jane Lacey-Hatton leads our Workforce Team on a part time basis, a small team which also supports volunteer recruitment and ongoing support, with Volunteer Services Manager Nerissa Gallagher. Acknowledging most of our staff and volunteer records were paper based the team considered workforce administration systems over the year. The Board supported procurement of a system in order that workforce data, sickness, absence and holiday monitoring could move into an electronic platform. Sally Parrott and Ruth Tuxford support Jane and Nerissa and lead the supporting administrative process in the Workforce Team that are now transitioning to use the electronic system. The system will include staff and volunteer rotas and will allow us to ensure we build efficient rotas

#### Finance Support

- Joe King, after successful completion of examinations to become a Member of the Association of Accounting Technicians (MAAT) has taken up the role of Finance Manager. Daniella Huteson was appointed as apprentice has successfully completed her first year of business studies. Thanks to our Finance Team for their diligence and attention to detail that significantly contributes to the organisation.

#### Engaging with our staff, volunteers and community

- We continue to hold regular staff and volunteer engagement sessions, which have been well attended by our team. Themes have included our

future strategy, fundraising as well as consultation on future developments of our land and services.

#### Volunteers

- We ran a volunteer forum to communicate and engage our volunteers in our work. With over 400 volunteers we recognise that we could not provide many of our additional services without our volunteers and thank them for their continued loyalty and support to us.
- This year we welcomed Jackie, our new volunteer Registered Social Worker
- Volunteers week 2019 involved walks, huddle to long service afternoon tea and a volunteer forum, we had a busy week at Lindsey Lodge thanking our wonderful volunteers
- Our Hospice choir held their first rehearsal on 07 May and are now known as Hospice Harmonies.

#### Information Technology and Information Governance

- In the light of some mandatory requirements of the organisation and other organisational needs, we agreed with Kay Fowler that her role and responsibilities would change. She has taken on responsibility for the following areas: Leadership and management of the clinical administration staff, Project lead for IT systems and implementation, Governance - Data Protection Officer role, Data - Activity and Performance monitoring and collation In light of these changes, Kay has a new job title of Business Manager which reflects the key focus of the role. We thank Kay for her support to these changes and for her support in meeting these important governance responsibilities

#### Communication, PR & Marketing

- We sent 69 press releases in 2019, receiving 117 positive hits in print and online. We published over 660 Facebook posts, reaching 1.4 million people and receiving over 51,000 likes, comments and shares. We published over 829 Tweets, gaining 469,900 impressions on Twitter. Communications continue to change and it is important we are able to respond to all our audiences-thanks go to Jenny Baynham and Lizzie Orwin for their efforts to keep our profile current and appropriate

#### Catering and Housekeeping

- The restaurant has become very popular place for people to come and meet friends, have a coffee and some cake, enjoy some delicious food and help support the hospice
- Congratulations to Andy Poole who leads our strong catering team, they have done a fantastic job in 2019/2020 with great income sums generated from this small space. Andy has also finished his Level 3 Food Supervisor's.
- We have also celebrated receiving five-star hygiene rating

#### Garden makeover

- A donation from British Steel helped our garden bloom in 2019 as we benefitted from the biggest single business donation in the history of British Steel, new planting, refreshed turf and new paving has transformed the garden
- Hundreds of people turned out for the Lindsey Lodge Hospice Garden Party, which was made extra special this year when Mayor of North Lincolnshire Cllr Jonathan Evison officially opened the new garden.
- The garden makeover was complimented with a new summer house, generously donated to Lindsey Lodge by Hospice Patrons Jason Threadgold Funeral Directors. The opening was made extra poignant by a debut performance from our new choir, Hospice Harmonies

Drive way and car park work complete

	<ul style="list-style-type: none"> <li>• The drive way resurfacing and creation of an overflow car park work was completed with some outstanding work on the new land entrance. Needless to say there is a massive improvement seen from this work.</li> </ul> <p>Fundraising highlights</p> <ul style="list-style-type: none"> <li>• Easter Eggstravaganza success</li> <li>• Our second Art Exhibition and sale raised thousands</li> <li>• Annual golf day raises £1,600</li> <li>• Glow walk</li> <li>• Nisa colleagues give £15,500 boost</li> <li>• Christmas craft fair</li> <li>• Over 600 elves took part in Elf Yourself and over 1,522 school children got involved</li> <li>• Super skydivers raise over £12,000</li> <li>• Big hearted anglers raise over £8,000</li> <li>• Brigley house Christmas lights</li> </ul> <p>Karen again wanted to pass on her sincere thanks to staff, volunteers and supporters for all their support throughout the year.</p>	
4	<p><b><u>2019- 2020 Annual Quality Accounts, Maureen Georgiou; Director of Patient Services</u></b></p> <p>Maureen Georgiou began by introducing herself as the Director of Nursing and Patient and explaining that this is her third year of presenting this information. There has been a focus on our Strategy, Care Objectives and Budget Setting and we have a refreshed direction of travel and detailed work plans to deliver this.</p> <ul style="list-style-type: none"> <li>• Inpatient Unit - Current occupancy 74% (10 beds) - aspiration for 85% occupancy and to be able to admit out of hours and weekends</li> <li>• Wellbeing - Evaluated the BEEP and FAB programme delivery to our patients and families and developed the Lymphoedema service based on the new service specification</li> <li>• Involved with the working groups for the Out of Hospital Transformation in both Community based care and also Frailty, which will continue to be further embedded in 2020/21. The Chief Executive is leading the End of Life Strategy subgroup regarding Training and Education across Northern Lincolnshire.</li> <li>• Echo project is a 2 year funded project and involves engaging with care homes to provide bespoke training around End of Life Care and this is proving to be a great success. To date training numbers have been 710 participants over 76 sessions</li> <li>• We have launched a Bathing Service for our Wellbeing patients and have also welcomed a self-employed Beauty Therapist. The new services have proved extremely popular and received positive feedback</li> <li>• Prior to the IV medication rollout any patient who required IV therapies had to be admitted to the Hospital which wasn't always a good experience. So, we have successfully undertaken these additional competencies and are now able wherever it is right and safe to do so, keep patients within the hospice or take patients earlier within their journey from acute care.</li> </ul> <p>Key objectives for 2019/20 for Wellbeing</p> <ul style="list-style-type: none"> <li>• The new rehab gym offers patients, carers and families the opportunity to attend drop in sessions, group work and exercise classes to build muscle strength, improve mobility and practise daily functional activities that will develop confidence as we move into a rehabilitative palliative care model.</li> </ul>	

	<ul style="list-style-type: none"> <li>• The establishment of a six-week ‘enhanced wellbeing’ programme for patients and their families/carers, including weekly sessions to support with symptom management, psychological wellbeing and exercise. Chair based fitness, mindfulness and relaxation sessions as part of the new Wellbeing Centre activity programme</li> <li>• We have been successful with a number of grants and opened our first polytunnel which was linked to a blend of traditional care linked to outdoor gardening and rehabilitative therapy to be enjoyed by many patients. The initiative also brought gains for our catering staff who were able to use the fresh produce.</li> <li>• We have delivered over 100 education and training sessions in house and attended over 50 local, regional and national study days. We have also created over 200 dementia friends across the organisations and local partners.</li> </ul> <p>Wellbeing objectives for 2020/21</p> <ul style="list-style-type: none"> <li>• Environment development. Flooring and chairs replacement via Grants</li> <li>• Streamline the referral process into the Wellbeing</li> <li>• Establish tighter data recording/capturing across services</li> <li>• Improve response times to Breathlessness services e.g. through further establishment of group work</li> <li>• Lymphoedema is a primary focus - establish the criteria, running of the service, staffing, upskill/develop existing staff members and develop skill mix in a cost effective way</li> </ul> <p>Key achievements for 2019/20 in IPU</p> <ul style="list-style-type: none"> <li>• Respite on IPU has gained momentum and there had been a full diary up to Lockdown. Impact on patients and families has been immense. It has enabled several patients to remain at home in between respite rather than going into Nursing Homes. This has also led to positive partnership working with Continuing Health Care, Adult social care and the Clinical Commissioning Group. It has also been an Income Generation stream.</li> <li>• We are now part of the North Lincolnshire Dementia Strategy group which enables us to be part of improving the lives of patients and their families living with Dementia.</li> <li>• Advanced Assistants (AA) and the positive impact on patients, complimentary therapies, OT and Physio input. 7 day working within AA role has led to continuity of care.</li> <li>• Transition of clinical documentation onto SystemOne to become paper light has been very successful.</li> <li>• Development of Discharge Planning group within IPU to streamline and enable safe and timely discharges.</li> <li>• Wedding vow renewal of IPU patient in our Summer House was a highlight for all of the hospice who came out and watched the ceremony.</li> </ul> <p>Objectives for 2020/21</p> <ul style="list-style-type: none"> <li>• EPACCS rollout</li> <li>• E-Prescribing</li> <li>• To look at Palliative Rehab respite bed</li> <li>• Continue to forge partnerships within Dementia care</li> </ul> <p>Statement of Assurance from the board</p> <ul style="list-style-type: none"> <li>• Dr Pat Webster, trustee along with the Director of Nursing and Patient services, led on the Quality Assurance Committee. Our results and compliance are very good.</li> <li>• We have included two patient experiences the first is from a patient story who accessed the lymphoedema service and is a very good success story. The other one relates to a patient living with MS whose quality of life has</li> </ul>	
--	--	--

been improved since accessing the care at Lindsey Lodge and is now able to wash and dress himself and make himself a drink.

#### Key performance indicators (KPI`s)

- The information around preferred place of death, anticipatory drugs, last days of life, DNACPR in place, and advanced care plan are collected on a monthly basis and forms our KPI across both the acute trust and the community. This allows us to collectively share information across all of North Lincolnshire. This information is discussed within the weekly MDT, which the Hospice hosts. The KPI clearly shows where we need to address actions regarding some of our medical documentation.

#### Fatigue Clinic

- Our fatigue clinic goes from strength to strength, it is a distressing persistent, subjective sense of physical, emotional and/or cognitive tiredness or exhaustion related to cancer or cancer treatment that is not proportional to recent activity and interferes with usual functioning. Fatigue is also one of the most common side effects of cancer and its treatments and is often rated as one of the most disabling and distressing symptoms.

#### CQC inspection

- We do expect another visit by the CQC but due to Covid - 19 this will possibly be during 2020/21. We have been preparing staff for a CQC visit and have updated our staff booklet preparing for a CQC visit and also our achievements across all areas of the hospice for which we are very proud.

#### Review of Quality & Performance

- We collate information on a number of different things all of which are discussed by Quality Assurance Committee quarterly. We have continued to strengthen our work in relation to medication safety during 2019/20 and there has been a reduction medication related incidents during the year. During 2019/20 Hospice UK commended Lindsey Lodge Hospice for having a mature incident reporting system in place regarding medication incidents as an example of positive practice. The SSKIN bundle is a nationally recognised approach to preventing and managing pressure ulcers. There were 74 incidents of skin damage reported in 2019/20, 67 occurred before the patient was admitted to our care. Of the 7 incidents of new skin damage, all were investigated and deemed unavoidable.

#### System One & Information Governance

- The Hospice uses SystemOne as our main clinical records system and this allows appropriate and secure sharing of patient care records with anyone involved in a patient's direct care across the different healthcare services. Lindsey Lodge Hospice adhere to the Data Security and Protection Toolkit (DSPT), and complete an annual online submission, annually, this is a requirement by NHS Digital to be able to use clinical systems.

#### Activity Data for 2019/20

- Each service activity data is collated monthly and quarterly and a report is prepared and discussed in detail at Quality Assurance.
- In IPU, a daily discussion with the Senior Nurse, Hospice Liaison Nurse and Medical team takes place to discuss referrals and these are then prioritised accordingly. During 2019/2020 we had 4 more admissions to the hospice than the previous year and our bed occupancy was 74% in comparison to 69% in 2018/19.
- In the wellbeing team we saw a small reduction in referrals of 17 to the well-being centre, we did see an increase of 189 attendances to our well-being centre. Some of the wellbeing centre patients who attend a session are now classed as a drop in patients and have no clinical intervention.

	<ul style="list-style-type: none"> <li>• Our advanced Assistants go from strength to strength as they continue to learn new skills and competencies and also have their own caseload that is delegated by the relevant health professional</li> </ul> <p>The Director of Nursing and Patient Services would like to extend her sincere thanks to all of the clinical staff. We continue to develop our services and respond to our patients and families. We look forward to the objectives for 2020/21 and how we undertake recovery and transition post covid-19.</p>	
5	<p><b><u>Presentation of Annual Accounts - Joe King, Finance Manager</u></b></p> <p>Before JK gave an update on the finalised accounts for 19/20 financial year, he explained that Townends are the Hospice’s external auditors and advised they prepared the statutory accounts using information the team have prepared. The graphs in this presentation are created using the figures from the statutory accounts. Townends have presented the accounts to JK, AB, PS and KG. Some changes were proposed and are included in the final draft of the accounts. Assuming they are approved at this meeting, they will be returned to the auditors who will then sign them off and post onto Companies house. The auditors have also prepared a letter of representation, which is to be signed by the chairman, this declares that there are no outstanding issues which haven’t been declared in the accounts. During the year JK presents a financial report which sets out the trading position of the Hospice on regular basis. The final accounts include two accounting adjustments that are prepared at year end which are not included in the Management accounts prepared monthly. These being depreciation and the adjustment for losses or gains on our investment portfolio.</p> <p><b><u>Slide one - Financial performance 19/20</u></b>  For the year 2019/20 we reported a financial deficit of £369,816, this is a net improvement of £48,000 of the comparable figure for the last financial year. However, regarding our operating position there is a greater improvement. In the 18/19 financial year we reported an operating deficit of around £624,000 and this year the equivalent figure is around £380,000, which is an improvement of around £244,000.</p> <p>At the start of the year we had cash investments of around £1.87million, we have ended the year with our cash investments being valued at around £1.266million. That being a reduction of around £600,000. The reduction in value is due to three things, these being funding the deficit reported, our capital spend throughout the year and the movement in value of our investment portfolio.</p> <p><b><u>Slide Two - Financial position over a longer period</u></b>  JK mentioned that the graph shows the operating position of the hospice. Although the hospice has now reported a deficit for the 3<sup>rd</sup> consecutive year this graph highlights the improvements that have been made from the 2018/19 financial year to the current year.</p> <p><b><u>Slide Three - Historical trail of Legacy income</u></b>  The improvement of our trading position is partly due to the Hospice receiving a higher level of Legacies. In this year the Hospice received around £500,000 in Legacies, which returns us to the trend average received over the past three years.</p> <p><b><u>Slide three - Net returns from Fundraising</u></b>  The improvement in Legacy income is mirrored by the improvement in the net returns from our Fundraising. The net returns from our Fundraising team have significantly improved from our reported figure last year.</p>	

	<p><b><u>Slide Four - Net returns from Retail</u></b>  The improvements in Fundraising were unfortunately not replicated in our Retail performance. There were two significant factors that need to be taken into account when looking at the Retail returns graph. The first being our decision to open a number of new retail shops. The setup and running costs of these shops have been incurred in this year but any additional income relating to these shops was only starting to be received towards the end of this financial year, this then was also negated by the arrival of covid-19 and the forced closure of our shops due to Covid.</p> <p><b><u>Slide Five - Clinical &amp; Hospice Cost Base</u></b>  In this financial year we reported a slight increase in our clinical and hospice cost base but much less of an increase than in previous year. This highlights the controls on costs that have been adopted throughout the course of the year.</p> <p><b><u>Slide Six - Our total costs funded via NHS sources</u></b>  Throughout this year we secured further non-recurrent funding that has improved our funding percentage. That being said the Hospice UK average for a Hospice of our size is around 30%, so there is still some more work to be done to achieve that percentage recurrently.</p> <p>JK mentioned that the year isn't going to be as anyone predicted and will be dominated mainly by the outbreak of Covid-19. There are a couple of factors that will underpin our financial plans for this year which are: the level of government funding will continue to be received throughout the year and how well fundraising and retail will bounce back once normality starts to resume. An outcome of these factors will be presented to the Finance committee on the 21<sup>st</sup> July.</p>	
6	<p><b><u>Retirement and Appointment of Trustees - AH</u></b>  AH is retiring as chair and was thanked for his many years' service and for all the help and support given to the Hospice alongside a full time job. He went onto pass on his thanks and to all the teams at the hospice and explained he had enjoyed the challenges he faced and advised that he will remain on the board to offer support and guidance where needed. AL is leaves the board of trustees completing her term of appointment and was thanked for her ongoing help and support. Alan Bell will take up the role of Chair supported by Dr Pat Webster as deputy chair.</p>	
7	<p><b><u>Nomination of Auditors -</u></b>  AH nominated that Townsend is our auditors and for the following year and asked for agreement to confirm. This was supported.</p>	
8	<p><b><u>Questions from the Public</u></b>    AH, Chair asked the public if there were any questions.  No questions were received. AH, Chair closed the AGM, and thanked those attending.</p>	
9	<p><b><u>AOB</u></b>  None</p>	