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## **Chairman's Annual Report 2016**

*"Never believe that a few caring people can't change the world. For, indeed, that's all who ever have"*

Margaret Mead

We are approaching a very special year in the life of Beaumont House Community Hospice. In 2017 the Hospice will celebrate its 30<sup>th</sup> Anniversary which was the dream of those former Directors, in particular Dr Peter Jones, Joy Mills and the late but not forgotten, Maurice Cable.

From that dream came the reality, and as a result of the magnificent generosity from the people of Newark and the wider community, the Hospice developed into what it is today, a four bedded in-patient unit with day care and Hospice at Home provision for people needing palliative or last days' care.

Beaumont House is a unique nurse-led service; our registered nurses are supported by our very special healthcare assistants and our highly effective and caring administrative and housekeeping staff. The holistic model of care practised at the Hospice means we have strong support from a wide range of clinical and non-clinical practitioners including GPs, multi-faith chaplains and specialist nurse practitioners.

In addition to our paid staff, we are blessed with dedicated and devoted volunteers. The value of our volunteers in monetary terms runs into thousands of pounds each year and the Board of Directors never takes this contribution for granted.

A special thank you must also go to our innovative, creative, fun and caring fundraising team. Day-by-day their dedication is evident and I would personally like to thank them for their never ending tenacity and hard work. This not only supports the financial running of the organisation but helps to enhance the community links which are key to our mission to provide 'Local help for local people' and to be a 'Flagship for care of people with life limiting illnesses'.

Our ability to raise funds is still a challenge. Legacy donations have fallen, which in the long term may have an impact on what we do. However, the people of Newark and our surrounding district have risen to the call to help us try to counter this challenge. The Directors are acutely aware that our ongoing deficit is not sustainable in the medium to longer term and are actively looking at taking steps to reduce the ongoing shortfall. The Directors are considering additional areas to generate income and have critically reviewed the cost base with the aspiration of moving to a balanced budget within the next couple of years.

However, I still remain positive that we can overcome any financial threats through the development and implementation of a carefully thought out, viable 5-year strategy which is underpinned by a workable business plan with realistic key performance indicators.

Since my appointment as Chair, the Board and the leadership team have worked hard to ensure we implement a number of key changes and improvements to our service. These changes ensure we continue to offer a safe, effective, responsive and well-led service. Government legislation and the advancement of new evidence-based practice guidance has meant we further improved our ways of working.

On behalf of the Board I am proud to set out some of our key achievements this year:

- Publication of our first statutory annual Quality Account (Health Act 2009) which was published on time on the 30 June 2016;
- Implementation of organisational risk registers and terms of reference for all Board committees;
- Development and implementation of a robust Business Continuity Plan;
- Improved Human Resources (HR) processes;
- A significant increase in nominations for our Flagship Awards for excellent care and commitment by our staff and volunteers (74 in 2016 against 44 in 2015) which led to 22 Awards;
- Improved clinical governance structure that include audits which demonstrates harm free care;
- Implementation of a new business model;
- Successful engagement with new key stakeholders;
- Working towards the implementation of 24/7 registered nurses on site;
- New evidence based practice policies and procedures;
- Improved clinical policy documents, e.g. referral criteria;
- Planning for the implementation of day therapy whilst maintaining day care provision;
- Carrying out an environmental dementia audit which led to improvements;
- Looking at new ways to receive CCG funding;
- Plans to refurbish the Hospice, including a new sluice and clinic room;

- Cost saving exercises.

This list is not exhaustive and our achievements could not have been delivered without the hard work and commitment of our Chief Executive Officer (CEO), Board members, leadership team and our staff and volunteers. I am continually heartened by the dedication of all my colleagues.

Ultimately we were rewarded for all our hard work in September 2016 when the Care Quality Commission (CQC) rated the Hospice as GOOD across all domains with no requirements or recommendations made by them for us to further improve upon. This is a magnificent achievement!

Successful, mission-driven Hospices' have two things in common, a strong CEO and an engaged, collaborative Board Chair. It is my absolute pleasure to work with our new CEO, Debbie Abrams, OBE. Debbie and I have met regularly to collaboratively drive the Board's mission forward.

Debbie has brought a fresh management style to the Hospice and is open, supportive, caring and dedicated to our patients and to the people who work for us.

Over the past year, I have enjoyed operating under the guiding principle of what is best for the organisation. It is a privilege to facilitate Board leadership and good governance and I celebrate today our ethos, work and impact.

*Julie*

Julie Humphreys CMgr FCMI RGN Cert.Ed.  
Chair of the Board of Directors

8<sup>th</sup> November 2016