

All-Hospices Strategy Consultation Meeting – Notes

Summary of Strategy Consultation Exercise

Toby Porter updated the group on the results of the members' survey, noting:

- A total of 292 responses were received.
 - 96 responses were submitted from hospice CEOs, representing 32% of all submissions.
 - The high response means we are confident that the responses are reflective of the views in the sector.
- Responses were received from members in all regions in England, Scotland, and Wales.
 - The highest number of responses was received from the South East region, which reflects historically elevated levels of engagement and dialogue.
- Highest number was from Hospice CEOs at 32%, though we received decent engagement from trustees, clinical leads, and fundraising leads.
- Members were asked to rate their satisfaction with Hospice UK on scale of 0 to 100, and the average response was 59%.
 - This is a good first measure and the aim will be to build and increase that level of satisfaction moving forward.
 - There were quite a few people who noted a score of 100 and a few incredibly low scores.
- Overall, the members have recognised and value the renewed focus on the membership, and they feel more engaged.
 - The COVID-19 Grant is still very prominent in appreciation.
 - Practical guidance and support for funding and commissioning emerged as a clear and dominant priority.
 - The knowledge and learning events offered by Hospice UK was valued, such as our newsletters, conferences, and resources.
- Comments from Children's hospices noted that the specific Hospice UK offer to children's hospices is unclear.
 - The virtual children's meeting served to develop more in-depth consultation on what they would like to see from us.
- The bespoke support offered by Hospice UK is not always seen, as usually hospices only reach out to us when they are actively struggling.
- The national policy work, programme of learning events and data collection and benchmarking were noted as aspects of the Hospice UK offer that were particularly valued.

The discussion on the members' survey noted:

- Many different hospices are under strain and are wrestling with the same issues. Hospice UK acting as a broker for consultancy services might be a helpful addition.
 - Aid for consultancy services have been discussed in the past but never meaningfully got off the ground.

- The innovation hub and accompanying case studies offer a great place for people to exchange experiences, and Hospice UK will put individuals in contact with hospices who are working on relevant topics.

Groupwork – Hospice UK’s Offer

Based on the responses to the strategy survey, the executive team picked out four topics for further discussion:

- Statutory Funding and system integration
- Income generation
- Workforce
- Equalities and unmet needs

The meeting attendees split into four breakout groups to discuss the above areas, alternating topics after 20 minutes. The discussions highlighted the following points:

Statutory Funding

- Data is vital to equip hospices with the information to have effective conversations with different commissioning groups.
 - Data that pictures what the world would be like if hospices had to close their doors could help create an emotive national message.
- Sharing best practice regarding relationships with ICBs and any updates on specific commissioners would be the best role for Hospice UK.
 - Some ICB relationships are not working effectively and would benefit from examples of how hospices have successfully overcome challenges.
 - Hospice UK could help hospices link into trends where there is a lot of ICB appetite, such as hospice at home or virtual wards.
- Training on how individuals should communicate with ICBs would also be immensely helpful, as many with clinical backgrounds are not experienced in negotiation.

Income Generation

- All of the groups mentioned the possibility of collaborating on a national campaign, especially legacies as a clear option.
- Raising the profile of hospice care nationally would help local hospices immensely, as well as providing information on how hospice care is funded, whether it is private to clear up any misinformation.
- Support for nonclinical training, such as Corndel programmes, have been helpful and would be appreciated.
- The fundraising conference and network are good but may benefit from more of a hospice focus.
- Retail is growing, and many hospices would like to see some guidance on general dos and don'ts, as well as how to quickly set up a shop.

Unmet Need

- Data collection from across the UK would help hospices develop a nuanced understanding of their local areas against the wider national context, as opposed to basing it on generalities.
- Clearing up misinformation on hospice care, like the idea that hospices are dedicated to cancer patients, may help increase referrals from some communities.
 - Many have a perception of hospices as places for the white, middle class.

- The capacity and funding issues make prioritising unmet need difficult, though it is a topic that is especially important.
- In the same way hospice create partnerships with local organisations, Hospice UK could build partnerships with national advocacy organisations, like Shelter UK.
- Building up understanding on diverse cultures would forge cultural competency on the differing needs of diverse communities and what they may prefer in palliative care.
- Guidance and tips for how to enhance the diversity of trustee boards would be helpful.
- Poverty and deprivation, as well as transition, were highlighted as key topics that warrant further research and other work.

Workforce

- Data also heavily featured as a topic of key importance, in addition to the vital role of Hospice UK for sharing best practice.
- A campaign around workforce which highlights the appeal of working in the hospice sector would help make hospices attractive to people in clinical roles.
 - Working conditions and job satisfaction are two areas which hospices could be more attractive than the NHS.
 - NHS planning does not consider the needs of the hospice sector for the number of people needing to be trained. Hospice UK could lobby on this point.
- Fundraising and workforce are closely related, and both have individual challenges.
- Hospice UK could help innovate on different models of care, and how hospices could configure their services differently.

Next Steps for the New Hospice UK Strategy

Regarding the next steps of the Hospice UK strategy development process, Toby noted:

- A full draft of the strategy will be completed by the end of this year, based on consultation from this meeting and other groups.
- The Hospice UK Board of Trustees will review the draft in January 2024.