



News from our Board of Trustees – December 2022

The Board of Trustees met on 8 December 2022. Sometimes it is not possible for everyone to make it into the Hospice for every meeting, because of work or family commitments so we hold hybrid meetings to enable us to maximise trustee attendance. We value the diversity that we have on our trustee board and want to do what we can to make sure people can contribute to our discussions. Hybrid meetings are one way of helping with that.

I was pleased to report to the Board that I had finally signed off our Integrated Care Board (ICB) Contract which confirms our NHS funding. This contract is important as it makes up approximately 60% of our income. The rest of our income comes from [charitable donations](#) and the income we make from our commercial activities, such as our [Charity shops](#), [Bistro](#) and our [Education and Conference Centre](#). This income allows us to enhance what is funded by the NHS through our contract and to provide a much wider range services, some of which are solely charity funded.

Lived experiences

We always listen to a patient story and this time it was presented by Sue Rossiter and Emma Hartley, Team Leads from our [Living Well service](#).

Living Well is one of the services we provide that is fully funded by the charity. The service helps people who are faced with an advanced serious illness or other life-limiting condition to live their lives as fully as possible. We provide both emotional and therapeutic support to service users and their families and this support is tailored to meet their individual needs. We heard a very powerful story about someone who had used the service on and off over a period of time as his conditions changed and developed. We also heard a very moving poem from the wife of the patient about their positive experience of the service.

Reaching out

The Board discussed how we would like to extend the service over a wider geography but are currently limited in what we can do by the funding we have.

In that context, it was timely that we also had a presentation on how we were doing with our fundraising activities. This continues to be a challenging area for us as we try to recover momentum post-Covid and in the middle of a cost-of-living crisis. We talked about the support we have from our community and how we would like to engage more deeply with people who know us and also



reach out to people who are less familiar with the charity, or the services we provide, so they are aware of what we offer should they need our support in the future.

Recruitment and retention

Another challenging area we discussed was recruitment and retention. We are struggling to [recruit](#) in some areas, particular in support areas such as HR, retail and fundraising. We discussed whether we offer the right reward package for our paid staff and a review of this will come back to our March Board meeting.

Volunteers provide vital support to our services – a staggering 750 hours a week across the charity - so the Board was concerned to note that recruiting volunteers is also becoming more challenging. A mix of changing habits in response to Covid and pressures as a result of the cost-of-living crisis have contributed to people's ability or willingness to volunteer in quite the same way. As longstanding volunteers move on, we need to work hard to replace them. This is a national issue, not just one for our charity.

Maintaining our income level and recruitment and retention are some of the issues areas that feature on our charity risk register and the Board will continue to work hard on how we can best tackle and reduce these risks to the charity.

In all of our discussions the Board recognised that there is more work we need to do to explain all the services we do provide across Cambridgeshire and that we are so much more than a hospice building.

Fond Farewell

It was sad to say goodbye to one of our long-standing trustees, John Short, who was attending his last meeting after nine years' service. We will miss John's contribution but I take comfort that we are very lucky to have a group of talented Trustees around the Board table who are passionate about the charity and all the work it does. I enjoy working with them and our Executive team immensely and I feel confident that we will going into 2023 with the charity's interests in good hands.

Best wishes from all of us for the festive season and a happy and peaceful 2023.

Antoinette Jackson, Chair of trustees

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