

Results Feedback from all families that attended was that they felt supported; were treated with dignity and respect; timings were right; staff were kind and caring; they would like regular remembrance events.

Conclusion The event will be repeated on an annual basis. We are gathering a database of families who are happy to be contacted about events in order to reach out to more families in the future.

Workforce

P-194 STRENGTHENING AND DIVERSIFYING OUR HOSPICE BOARD – ACTIONS AND OUTCOMES FROM OUR GOVERNANCE REVIEW

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Background/Aims In 2019 we appointed a new Chair to our board; as part of the appointment process the CEO and new Chair agreed to do a timely review of the membership, skills and structure of the Board and related governance. This aimed to strengthen the governance of the charity, support our strategic direction and empower the senior leadership team (SLT) to deliver our transformation agenda.

Methods Very swiftly after the Chair's appointment the board and SLT held an away day and used the charity governance wheel to review all aspects of board performance, we also presented the outcomes of a board skills/diversity audit. The conference presentation will focus on several aspects of this review, our actions and successful outcomes:

1. We agreed that recruitment of several trustees was needed to fill skills gaps on the board and to improve diversity. Recruitment was extremely successful and we have built on this approach in further recruitment.
2. We worked with Digiboard to build on the governance action plan developed after the away day, this helped focus our efforts to strengthen governance e.g. appointment of trustee leads for specific issues (safeguarding, E,D&I), establishment of a new workforce committee, development of a new scheme of delegation and board assurance framework.

Results The presentation will share our experience as well as showing results in trustee recruitment and improvements in governance in the focused areas of the action plan. We will provide feedback from stakeholders to demonstrate improvements in governance/board business.

Conclusions Work to strengthen our governance is inevitably an ongoing process, however, because of the work, we have significantly improved the diversity of our board, expanded the breadth of skills of trustees and strengthened our systems and processes for governance. All of this has contributed to a hospice which is more confident and robust, taking appropriate risks to improve service provision and organisational resilience.

P-195 ABSTRACT WITHDRAWN

P-196 NHS COMMISSIONER TO HOSPICE INNOVATION AND SERVICE DEVELOPMENT: ARE THE GOALS THE SAME ON THE OTHER SIDE OF THE FENCE?

Chrissie Dawson. *Mountbatten Hampshire, Southampton, UK*

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Background As an NHS commissioner with end-of-life in my portfolio, I viewed through a lens amazing hospice services and care. With a passion to ensure everyone receives the best possible end-of-life care, it seemed an obvious career choice to move from one side of the fence to the other. The territory of being a commissioner comes with the frustrations of red tape, compounded by the 'system'. Would the new hospice role, Head of Innovation and Service Development, provide greater freedom to be ambitious and bold, and achieve the end-of-life care strategic aims I have strived for over many years?

Aim(s) The aim of the new role of Head of Innovation and Service Development is to drive innovation to support the hospice's ambitious strategy, responding to greater demands and to be recognised as an integral partner within the structure of the NHS and formation of the Integrated Care System (ICS).

Method My NHS background, network and knowledge of the 'system' has provided me with a platform to navigate, influence and ensure we are sat at the right tables and on the right agendas to help implement the changes required; both in response to COVID-19, but also to support our ambitious strategy. The role comes with the freedom to be innovative and bold, and to work at pace actualising an idea from inception into reality responsively.

Results My role has provided the conduit between commissioners and providers to find solutions to swiftly resolve issues. A diverse portfolio which has resulted in successful funding opportunities to enhance our services across our two sites. It has provided an opportunity to support a collaborative approach in the development of future services across the ICS footprint.

Conclusion The role of Head of Innovation and Service Development is an exciting opportunity, supporting and enabling our vision.

P-197 RECRUITING AND RETAINING HIGH QUALITY STAFF – INNOVATIVE SOLUTION TO SUCCESSION PLANNING

Amanda Mayo, Heather Richardson, Nigel Dodds, Joanna O'Brien, Mary Watson. *St Christopher's Hospice, London, UK*

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Background The ability to deliver high quality compassionate end of life care depends on recruiting and retaining high quality staff. Post COVID-19, organisations including hospices acknowledge significant national challenges in recruiting clinical staff with appropriate palliative care experience to meet increasingly complex needs. Innovative ways of succession planning are essential. We present an innovative project whereby aspiring Nurse Consultants are recruited to join an educational programme, incorporating the five pillars of advanced practice, underpinned by robust capabilities. We invite aspiring nurse consultants from other palliative care organisations across the UK to join the programme to benefit