TRANSFORMING INNOVATION TO INCOME GENERATION

Aim Develop a multi-professional facilitator training program. Ensure No Barriers Here (http://www.nobarrьерыhere.org) was protected from replication without permission or training (Allen, Jerwood and Towns. No Barriers Here© Facilitator Training Pack. 2021). Generate a new hospice income stream.

Methodology A facilitator education programme was developed and launched March 2022. Key considerations were the flexibility in delivery, offering place-based training and encouraging system-wide collaboration. The training is available onsite and off, with UK-wide delivery for commissioned programmes. The development of a No Barriers Here website, social media, and community of practice.

Results 120 people attended the education between March 2022 and April 2023; with further dates throughout 2023. The training has evaluated exceptionally well with feedback analysed through evaluations. 100% of training delegates agree that the programme is relevant. 95% feel confident using the methodology. Recruitment of a wider team to meet the identified training need and support the continued programme and associated projects.

“This has been the most enjoyable training day I’ve attended in a long time. I’ve a real view on the subject and can’t wait to roll it out in Somerset!”

Conclusion From an innovative project the hospice now has a well-established national programme of delivery, including uniquely branded training, research, and projects. To support sustainability and income generation, a separate website to the hospice platform has enhanced the value, brand and benefits of the overall programme and the training continues to gain national momentum embedding the model in other hospice and healthcare settings.

TRANSFORMING INNOVATION TO INCOME GENERATION

Offer great potential to maximise income, enabling investment in impactful clinical service development. The hospice’s 2020 governance review recognised that the Voluntary Income Generation Committee (covering Fundraising and Retail) did not meet our needs, our trading operations were in a need of significant transformation to address declining profits and the rapidly changing external environment post-pandemic.

Methods Following research into different governance structures across hospices, the proposal to establish a Trading Board was approved in July 2021 with clear objectives to:

- Bring retail related expertise and experience at Board level.
- Support innovation and development in Trading while managing risks and ensuring efficiency.
- Ensure all legal and regulatory compliance requirements are met.

The Trading Board’s composition already included selected trustees and executives, but the inclusion of trading experts appointed as Non-Executive Directors (NEDs) would improve effectiveness. From the outset NEDs were expected to actively support the executive team as well as attending Board meetings. An open recruitment process resulted in the appointment of three NEDs with expertise in retail staff development, e-commerce, innovation and high street retail.

Results Since August 2021 the Trading Board has had significant impact on commercial activities:

- Appropriate level of support and challenge to leadership.
- Strong commercial advice especially around risk and innovation.
- Robust and ambitious Trading Strategy introduced.
- Right level of investment reaching beyond Trading.
- Improved understanding of Trading across other sub-committees.

NEDs have also:

- Delivered staff training.
- Advised on ED&I and team development.
- Supported review of upcycling initiative.
- Supported development of e-commerce.

Conclusion The Trading Board has transformed how Trading is viewed and assessed at Board level and the introduction of NEDs has proved so successful a similar approach is being considered for other sub-committees.

P-225 THE CARING KITCHEN

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Background With nearly 96% of hospices forecasting a deficit budget over the current financial year the monetary burden for hospices is rising (Hospice UK. Hospices facing mounting cost pressures [Internet]; 2023 March 28). With significant national pressure on the sector, the hospice wanted to ensure future sustainability of its No Barriers Here programme beyond grant-funding and shift innovation to income generation.

Aims

- Upskill existing catering team to work within a commercial environment.
- Enter the market tentatively using a ‘learn and develop’ approach to grow the business organically.
- Develop menus and marketing materials to promote The Caring Kitchen brand locally and via social media, utilising corporate supporters and hospice retail shops.
- Provide excellent catering services generating positive feedback and repeat custom.
- Generate and grow income to cover the cost of the hospice catering department to release income to support patient care and contribute towards the financial structural deficit of the charity.

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