

How much have or will we receive from Hospice UK? Are the funds means tested? Has our understanding of the requirements related to this funding changed?

It is very difficult to answer the first part of this question without being potentially misleading. The funding is a 'moving figure' calculated against a number of factors including; our 2018 annual accounts and the fundraised income that shows, our current fundraising successes and other monies generated through accessing certain government schemes (furlough, retail relief). The sum we have received thus far is substantial but has to be considered as part of our longer term sustainability.

There is no 'means testing' other than the month by month success of LOROS in generating its own necessary funds.

The funding was initially believed to be a source of income to help us through a significant period of financial difficulty brought about by a loss in income. Over time it has become clearer that the funding has been provided to 'sure up' our offer of bed space to NHS organisations should the need arise. We have and continue to provide our bed 'availability' as required by all organisations within the system. We have and will continue to ensure that we limit risk wherever possible to both our patients and staff.

Previous communications have suggested that the organisational structure review may mean redundancies. Is this a possibility?

Redundancies are being considered along with other measures to ensure the long term sustainability and financial security of the hospice. We are acutely aware of the anxiety that this may cause and are working hard to ensure that our teams are kept informed of the current financial situation and organisational planning. It is important to note that no LOROS team member is 'immune' from this process and we will implement a fair and respectful process which supports all staff at every stage.

Is our response to COVID – 19 similar to other hospices?

Our response is very similar particularly when compared to those of a similar size and structure.

We, along with our counterparts across the country are looking at ways to deliver our services differently. At LOROS this is being termed the 'Business Unusual' project and involves a number of services such as Day Therapy, Enablement, Home Visiting, Lymphoedema, Counselling and Chaplaincy. These new services may lead to longer term changes but in the short term will be provided to ensure consistency in support for and contact with our patients and their families.

We have no intention at this point of reviewing the amount of beds available for our end of life in-patients.

Is the memory tree open?

Currently we are asking people to kindly stay off site wherever possible. We appreciate that this is extremely difficult for families but would ask that friends of LOROS adhere to this decision to reduce risk as far as possible to our patients and staff.

The marketing and communications team will be creating a video of the tree and using it as an opportunity to raise additional funds for the Hospice by selling more leaves. It's also great in terms of being able to showcase how the teams are helping those that want to visit their 'leaf' during this time. Content will go out on our social channels over the next few weeks.

How will staff be kept up to date with details of changes and any decisions made?

We have previously discussed the four 'Tomorrow Teams' that have been established with a remit to plan and deliver our 'new-normal'.

These teams are working consultatively across the organisation to create the best possible model for LOROS in the months ahead. Decisions made from these groups will be shared as soon as possible with our teams – again acknowledging the anxiety and stress that such a process can cause.

If you would like to contribute your ideas to these teams then we encourage you to contact the relevant director. Your ideas will be welcomed and considered.

Is there a proposed timeline to let furloughed staff know if the scheme will continue and for how long?

The furlough scheme has been of huge benefit to LOROS as an organisation and we thank each and every person placed on this scheme for the part they are playing in ensuring our future.

Our environmental and organisational requirements are changing daily and as such there is no 'one size fits all' approach to furlough.

Furlough bears no reflection on the value that any single member of staff brings to the organisation, but as restrictions are lifted – shops reopening for example, we may need to bring some people back sooner than others.

Line managers will keep in touch at an operational level, while organisation-wide messages will continue to be relayed via email or post. We must however acknowledge that some posts could be furloughed until October.

Are you expecting changes to be made to services by mid-August-September? How are the wider 'support' teams being consulted with?

The plan is to have changes implemented and underway by mid-August onwards. We are not wanting to rush things and testing would be ideal however we also have financial pressures created by an anticipated large drop in income for both the medium and long term. We need to accept that decisions will be made based upon limited information – it's unlikely that we will have every detail we need within the allocated time but will work with the evidence that we have and with the experts in our teams as far as is possible.

What is the membership of the tomorrow groups and are staff represented or be involved?

Each of the four tomorrow groups is led by a member of the Senior Management Committee (SMC). The groups include members of SMC and Board Of Trustees with John Knight and Karen Ashcroft involved in all four group to ensure consistency of approach. It is envisaged, where time allows, that HOD's will be consulted however given the timescales/deadlines to be achieved this may not always be possible.

Will you be carrying out Due Regard on process?

Thank you for that insight. Absolutely – we will.

Are we working on any alternative fundraising options, online or appeal?

Absolutely and this is being done within each area of Income Generation and Business Development. As soon as the initial impact of COVID 19 and the social distancing rules was assessed in terms of financial loss within each area, the teams looked to see what the alternative options of raising funds were. To give some examples:

Within the Lotteries team, the cash collecting stream was stopped with immediate effect and the team have contacted all of these supporters to offer the opportunity for these players to move to direct debit payment instead.

The Enterprise team has focussed on ramping up our online offering with good success, this will be something that we continue to develop after this period.

The Fundraising team delivered the highly successful Twi-Night In, which they did in conjunction with the Marketing team. They are continuing to review and adapt all of the existing planned activity as well as looking at new opportunities.

We will be launching a campaign to focus on the long term sustainability of LOROS. The aim will be to deepen relationships with existing supporters and reach out to new audiences.

Will patients and carers have an opportunity to input into the new shape of services?

A patient-centred approach to our new ways of working are imperative and we are seeking this engagement to inform all future planning where appropriate. We will be discussing the future plans with our Patient & Carer Participation Group to enable them to comment and help shape future service provision.

What are we doing to publicise and raise the profile of supporters who are actively undertaking fundraising challenges?

What an amazing achievement from Sir Tom in support of the NHS Charities! We have certainly had a number of new 'community' type activities that members of our community have instigated as a way of helping LOROS during this time. We value each and every activity of support and will publicise some of these activities, our fundraising team work closely with these supporters to ensure they have the recognition and thanks that they deserve.

Our large events and community events will take a big hit. Are there plans to move forward with virtual events, or are there other ideas about how this may work?

The events team has reviewed all existing planned events. Our priority has been to postpone or adapt these events rather than cancel them. The Twi-Night in was an excellent example of a virtual event, however we are also mindful that there will come a point of 'virtual event' fatigue. We are reviewing all new guidance as it emerges from the government with regards to mass gatherings and events.

Where organisational changes are required – is there a consideration that support teams (eg. IT, IG) will be consulted with from the start?

Considering the implications of organisational resources, such as IT, facilities etc is an essential element of any change and will be considered as part of the planning process.

A high proportion of the Research Team and studies are funded by the Clinical Research Network and external grants with timelines linked to them. How will this be managed/considered in the

whole picture?

Professor Christina Faull is part of the 'Tomorrow Teams' and will provide guidance and recommendations on any decisions made in relation to current research studies, and those that are planned for the future.

Will the impact on quality and safety be considered during the process

Quality and Patient Safety are a consistent and paramount consideration in any planning exercise at LOROS. Both will play a vital role in any decisions made.

What are the long term plans for staff working from home?

Working from home has contributed significantly to LOROS being able to continue to deliver its services. We are currently considering the government guidelines around safe working spaces and no decision has been made as to when staff will be able to return to work at the hospice.

Can people offer to extend their furlough? Can furlough be swapped?

The length of furlough is determined by the need of the role at any given time. As such in the first instance it would require a conversation between the individual and their line manager. Similarly 'swapping' could be discussed.

Is flexible working and hot-desking being considered for the future?

The organisation is currently exploring the best ways of ensuring a COVID-safe environment for our staff. All options are currently being considered to ensure the safest and most efficient ways of working for the future.

Can people who haven't previously been on, go on furlough from now on?

We have introduced furlough since the start of the scheme – i.e. some people have been furloughed more recently. Again, this is very much an individual arrangement and therefore not a matter that can be generalised. Please discuss with your line manager in the first instance.