

Annual Review

Chief Executive's Statement

Thank you for reading our Annual Review for the year to 31 March 2016.

I was delighted to have been appointed Interim Chief Executive of the Charity earlier this year and to have taken full responsibility for leading the Hospices in November, along with my continuing responsibilities as Director of Nursing. I am grateful to our Trustees and my colleagues for their support and it is my pleasure to write this opening statement.

I would like to start by thanking all our staff, volunteers and supporters. Without their commitment and dedication during what has been a year of significant activity, we would not have been able to offer our support, assistance and care to so many people at the time they need it most.

We are here for adults over the age of eighteen, living with any life-limiting illness and requiring specialist palliative care and for their families. During the year we cared for over 1,400 patients. In May and July this year our Woking Hospice and then our Sam Beare Hospice in Weybridge received unannounced visits from the Care Quality Commission, the independent regulator of all health and social care services in England. I am delighted to confirm that both received 'Good' award ratings, a great achievement by our clinical and medical teams.

We are also the lead partner of a collaborative service called CoSI (Coordinated, Safe, Integrated) which this year has cared for close to 300 people as they approach the last few weeks of their lives. On behalf of all the partners we were very pleased that in March the service was awarded 'End of Life Care Champions of the Year 2016' by The National Council for Palliative Care, after receiving in January the Kent Surrey Sussex Academic Health Science Network (KSS AHSN) Award for End of Life Care.

It is testament to our clinical and medical teams that we have been able to deliver our high quality care whilst going through the construction phase of our new hospice currently being built for the people of North West Surrey. All our teams have had the opportunity to become involved in shaping our future and I'm pleased to say we expect our new home to be delivered on time and on budget.

Opening in the Spring of 2017 the hospice will be a truly welcoming place where we will be able to blend the personal, individualised care for which we are known and deliver it in the most modern environment. Whilst we will continue to provide the majority of our services to patients in their homes, our new hospice facility, with its 20-bed inpatient ward and Wellbeing Centre, will be at the heart of our activities, cementing the Hospices into the fabric of our community.

I am pleased to say that our Capital Appeal to fund the building of the new hospice made steady progress during the year. At the same time, however, I am disappointed to report that the Hospices had to draw on their reserves to the tune of £710,000 to cover operating costs. Recognising that our capital appeal may have diverted some funding away from our usual revenue account, we are working closely with our Trustees to build on the cost cutting actions set in train last year to target a breakeven budget for the current year.

In closing I should like to thank my predecessor Nigel Harding, Chief Executive. We are working to deliver a strategy he first espoused over four years ago and I am pleased to be building upon his legacy.

Jayne Cooper

Interim Chief Executive and Director of Nursing

Highlights

- In January the CoSI team received the Kent Surrey Sussex Academic Health Science Network (KSS AHSN) Award for End of Life Care and in March was awarded 'End of Life Care Champions of the Year 2016' by the National Council for Palliative Care
- Our community teams cared for over 1,300 patients during the year – this essential team delivers over 70% of the care provided by the Hospices
- Over 700 women joined our neon themed annual fundraising Midnight Walk
- With the support of one of our patients we gave our backing to Motor Neurone Disease (MND) awareness month in June. The Hospices actively seek to support individuals with progressive neurological conditions
- Eight teenagers from the Tommy D group for bereaved young people travelled to Thailand to visit and volunteer within the local community and help vulnerable children – they funded the entire project themselves
- At any one time the Counselling team support up to 140 adults and children
- During the year there were over 400 individual patient stays in our inpatient units
- Two of our community Clinical Nurse Specialists were recognised during the year for their commitment to high standards of patient care, learning and leadership and awarded the prestigious title of Queen's Nurse, by The Queen's Nursing Institute
- Seven volunteers trained in preparation for the launch of a new befriending service
- In March 2016 we commenced a stakeholder dialogue with minority groups across North West Surrey designed to raise awareness of Hospice services and us to learn more about the needs of groups within our communities
- Preparations were made to organise the transition from the current two Hospice sites to the new Hospice due to open to patients in the Spring of 2017
- CoSI supported almost 300 patients and their families/carers during the year
- Over 140 supporters raised funds for the Hospices by running the Surrey Half Marathon raising around £45,000
- The Practice Development Team provided over 30 different training modules to clinical staff following the Professional Development Pathway
- The Hospices were very proud to have a representative from our Tommy D bereavement project take part in the BBC One Show's Rickshaw Challenge in November 2015. The team covered a 470 mile journey from Land's End to the East End of London to help fundraise for BBC Children in Need
- To share best practice and collaborate across the sector, members of the clinical team presented at a number national and regional conferences during the year

Building for the Future

In our 2014/15 Annual Review we spoke of our plans to build a new hospice as part of our vision to transform specialist palliative and end of life care in North West Surrey.

After a thorough tender process we selected our building contractors who commenced work on site in October 2015, since when significant progress has been made in building our new hospice in Goldsworth Park, Woking. There is a sense of anticipation amongst staff and volunteers as they wait to move in to the state-of-the-art building.

Construction is on schedule after which fit-out and intensive staff training for the new facility will commence. We are following a detailed transition plan which will see the new hospice welcoming its first patients in Spring 2017. For the first time, all our inpatient care, our day care services and the knowledge and expertise of our staff, will be under one roof helping us to be more efficient, cost-effective and able to provide even better care.

A tour around the construction site highlights the scale of the challenges we are addressing as we add design features which will help us to provide the best possible 21st century palliative care. The hospice is designed to serve a world where people are living longer, potentially with a more complex spectrum of healthcare needs.

Patient bedrooms have been designed to meet the changing needs of future generations, with hoists in all rooms and in assisted bathrooms allowing a larger intake of patients with acute mobility problems. The Wellbeing Centre, through which we will deliver our day care, will open out onto a landscaped garden and will house superb treatment facilities and social spaces. The building will include good dementia design aspects; visitors will see appropriate floor and wall finishes, signage, contrasting furnishings and lighting, to create an environment which meets the needs of all palliative care patients, including those with dementia.

The specialist Community Nursing team based at the new hospice will have an improved working environment, as will the Community team covering north Surrey who will have a new office base to work from to keep them closer to the patients they serve in that area. Our Community teams are invaluable and deliver over 70% of our hospice care in patient homes across North West Surrey, equipping patients and carers with tools, confidence and knowledge to remain in their preferred place of care.

WHAT PEOPLE ARE SAYING ABOUT OUR CARE...

“His last days spent with you were made as comfortable and peaceful as possible due to your dedication, care and attention.”

Our Care Services

Counselling and Patient Support

The Hospices have up to 30 counsellors and psychotherapists, the vast majority of which provide their services on a voluntary basis. All trained to at least degree standard, they work with all those who come in contact with our care including the bereaved, patients, carers, children, teenagers and groups.

The team maintains a caseload of up to 140 adults and children receiving individual support. In addition, close to 50 young adults and children attend the Footsteps and Tommy D bereavement groups with around 60 adults attending adult social groups.

During the year the Counselling team commenced work on its volunteer befriending service with seven volunteers undergoing mandatory training given by the Hospice Counselling team. A pilot programme will commence in the coming year when they will meet with the 'befriendeds' once or twice a week socially; taking them for coffee, visiting them at home or meeting in a mutually comfortable environment such as the hospice Day Care unit. Befrienders are there to listen and to empathise and simply be a good friend. We look forward to reporting on our progress in this area.

Constantly looking to augment the services we provide to our patients, with the help of Macmillan, we put plans in place to appoint a Social Worker to our care team to act as an intermediary between the patients and the services they need access to, who is now in post.

Inpatient Units

Our wards in Woking and the Sam Beare Hospice in Weybridge provided care, support and symptom control to almost 380 patients during the year with over 400 individual patient stays.

In the past, hospice care focussed primarily on patients with cancer. Today, the Hospices care for patients with other life-limiting illnesses including chronic obstructive pulmonary disease, motor neurone disease, Parkinson's disease and multiple sclerosis. Last year around 28% of our patients were admitted having non-cancer diagnoses.

The expertise of our nursing staff is led by our Director of Nursing and our Medical Director leads a team of doctors specialised in palliative and end of life care. Additional support for our patients is provided by our Counsellors and the Spiritual care team who are always on hand when needed.

The Hospices are keen to encourage training and career development and we were delighted that during the year two of our Health Care Assistants qualified as Assistant Practitioners, enabling them to take greater responsibility for patient care. They studied for a Foundation Degree in Health and Social Care Practice at the University of Surrey and conducted their practical training on the inpatient wards.

With the scheduled relocation of both inpatient units to our new hospice in the Spring of 2017 staff had the opportunity to contribute their thoughts and ideas into the design of the new facility and began advanced planning to manage the transition.

Our Care Services (cont.)

Day Care Services

Our day care centres have provided patients with opportunities for social interaction, regular assessments and the opportunity to discuss and manage their symptoms with our team of nurses, doctors, physiotherapists and occupational therapists who are always on hand to provide support. The centres have also provided respite for relatives and carers.

Complementing the medical palliative care provided, additional treatments include massage, aromatherapy, reflexology and relaxation techniques which can all help to control symptoms, induce a sense of calm and give that great feeling of just being pampered.

Day care engenders a 'family' atmosphere with organised events and activities which encourage conversation and social interaction essential to a sense of wellbeing for patients and carers alike.

The Wellbeing Centre in the new hospice will transform our ability to serve day care patients. The same care, skills and expertise will be available through our clinical, medical and therapy teams but will be delivered in a purpose-built facility. Our patients will have access to a therapeutic bathing suite, private treatment rooms, specialist exercise facilities designed for individual and group sessions and space for socialisation and participative events and activities.

WHAT PEOPLE ARE SAYING ABOUT OUR CARE...

"I think you provide an excellent service. All staff are so helpful, understanding, and give quite wonderful care, not only to patients but family and friends. So happy she spent her final days here."

Community

It is our Community team of highly trained Clinical Nurse Specialists, supported by our Consultants, specialist doctors and therapists which provides care to patients in their homes and support to their relatives and carers. The team works closely with GPs, hospital teams and community services to ensure appropriate care is provided.

Caring for over 1,300 patients during the year across North West Surrey, this essential team delivers over 70% of the care provided by the Hospices. The two teams based in Woking and Weybridge support a caseload of over 500 patients at any one time.

Providing this care is a complex undertaking requiring close collaboration externally with GPs and District Nurses and internally with all the support services on offer to our patients, including that provided by the collaborative CoSI service.

Operating daily in the community they are often the 'invisible' face of hospice care and yet to our patients and their carers they are often referred to as their 'lifeline', always available for support and advice and able to give reassurance leading to avoidance of unnecessary and stressful hospital admissions.

Our Care Services (cont.)

CoSI

CoSI (Coordinated, Safe, Integrated) is a partnership and collaborative model of care across a number of providers commissioned by North West Surrey Clinical Commissioning Group. The partners include Woking and Sam Beare Hospices (Lead Partner), Princess Alice Hospice, Marie Curie and Virgin Care. Patients are referred to CoSI during the last 6-8 weeks of their lives.

The CoSI team supported almost 300 patients during the year.

The CoSI team gives care to patients in their homes day and night throughout the year and provides a single point of nursing contact 24/7, dovetailing with out of hours community nursing to provide assistance, reassurance and emergency support if required. Of those surveyed during the year, 98% of patients/carers reported being as 'involved as they wanted to be' with their care, with 100% saying the service had 'met their expectations'.

The coordinated service has led to a significant reduction in unplanned, emergency admissions to acute hospitals, helping to avoid unnecessary patient distress.

With all patients who died during the year under the care of CoSI passing away in their homes, their preferred place of death, the CoSI team received in January the Kent Surrey Sussex Academic Health Science Network (KSS AHSN) Award for End of Life Care and in March the 'End of Life Care Champions of the Year 2016' from The National Council for Palliative Care.

Training and Practice Development

On-going training for clinical staff is managed by the Practice Development team which provides over 30 different training courses following the Professional Development Pathway. The Pathway provides a progression into advanced nursing careers and is followed by all those from Health Care Assistants through to Clinical Nurse Specialists.

The Hospices welcome external participants on the courses, which often include the participation of GPs in training from Maastricht University with which the Hospices have developed a long-standing relationship.

During the year, the Practice Development team contributed to the design of the purpose built education suite at the new hospice and developed the extensive transition training programme which all clinical and medical staff will need to attend before being able to care for patients in the new hospice facility. Training will include orientation, familiarisation with new equipment, health and safety and will involve all staff taking part in simulated 'work practice' days.

WHAT PEOPLE ARE SAYING ABOUT OUR CARE...

"My counsellor was the best I have worked with, she enabled me to explore topics that made me feel vulnerable, she was always professional and created a safe environment for me to explore such topics with support. Thank you to an amazing team."

The Difference We Make – One Family's Story

Jay Shah's wife Brinda was cared for by the Hospices when she was referred with cancer.

"I didn't know anything about hospice care until the Oncologist said that my wife Brinda should not go home whilst she underwent chemotherapy, and recommended that we asked our GP to refer us to Woking Hospice to discuss respite care.

Although I am speaking subjectively, I believe that by making the decision to go into the Hospice, Brinda lived for a year longer than she would have done. This allowed her to see her new granddaughter who was seven months old and gave us a year longer with our beloved mother, wife and grandmother.

Every aspect of the hospice service is commendable. Brinda was visited by the Community team and was cared for in a way that is so unique to hospices. They gave her correct doses of pain control and they assessed her symptoms to ensure she was getting the right treatments. They were always on the other end of the phone to answer any questions or help out if her condition changed.

When she was finally admitted to the hospice for a second time, after a year of being under their care, she was there for three weeks. It was wonderful to see the change in her. She was able to talk, listen, eat on her own and wear new outfits as the nurses dressed her even when she was not able to get out of bed.

At the hospice, the food was amazing, they catered for her needs, such as vegetarian food and liquidising meals so that she could swallow them.

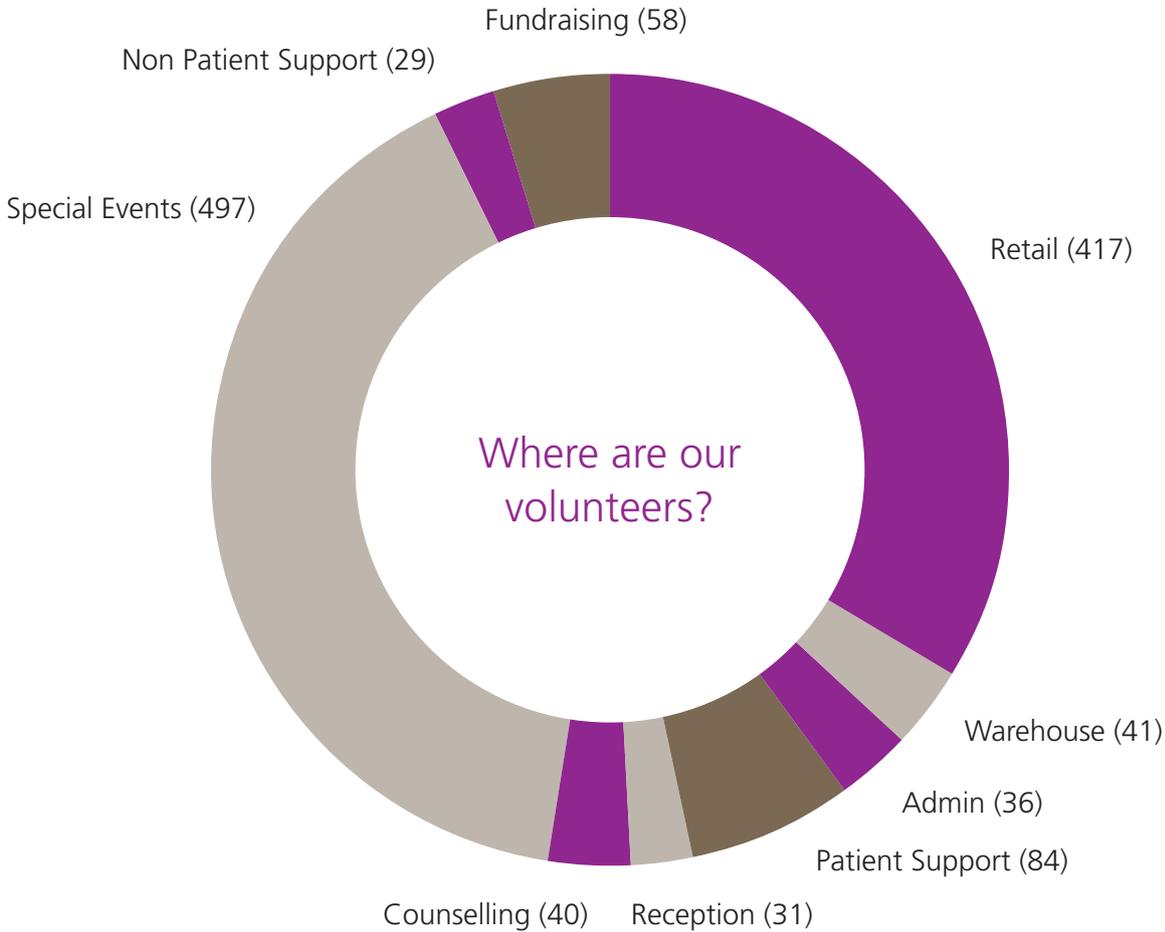
The family support was absolutely superb as well. The doctors explained everything that she was going through and gave me daily updates. Accommodation was provided so that I could stay with her overnight and they were so flexible with visiting, we could go in at any point. We are Hindu and she greatly appreciated the spiritual care she received. The ladies who work in this team would sit with her and pray or just hold her hands. It didn't matter that they were not Hindu, we believe in one God and the hospice understood Brinda's need to fulfil spiritual sacraments.

One of the things I remember most fondly was the atmosphere. We were able to enjoy our last days with Brinda. The whole family gathered and we had cake and tea and enjoyed ourselves and were stress free because we knew that she was being taken care of. I was able to spend more time with her than I could ever have done if she wasn't in a place surrounded by people who were helping us with the practical things. Even her little baby granddaughter was allowed to come into the hospice and play with her, which she had not been able to do whilst Brinda was in hospital.

In the country we came from, there are no such things as hospices. The attitude is completely opposite in every way. This moment doesn't come again and you might as well do the best for the people you love, while you can. My message to people reading this would be that if you love your loved ones, this is the best place that one can be to say goodbye."

Volunteer Support

We would not be able to function in the way we do without the help of our volunteers. With currently almost 800 volunteers registered with us they provide invaluable support across all aspects of Hospice operations. The diagram below helps to demonstrate the integral role our volunteers play and the opportunities which exist.



During the year we launched a new volunteer recruitment campaign using a banana character to 'appeal' for new volunteers using the strapline 'One of your five-a-day' as helping others is also good for those volunteering.

WHAT PEOPLE ARE SAYING ABOUT OUR CARE...

"All the care given was wonderfully compassionate and caring, and the night time support we received was so appreciated."

Raising Funds to Sustain Our Care

For four out of every five patients, we are only able to provide care to them and their families due to the generosity of our supporters. From individuals hosting a coffee morning, jumping out of a plane, or leaving a gift in their Wills to trusts offering grants and companies supporting us through fundraising, gifts in kind and donations – every gift is vital. Thank you.

This was a particularly busy year for fundraising. In addition to raising the funds needed to continue our ongoing work caring for patients and their families, we launched a Capital Appeal to raise funds to build our new hospice. We also put plans in place to increase our fundraising efficiency so that even more money raised can go directly towards patient care.

The Hospices have been granted a 50 year secured loan facility from Woking Borough Council to purchase the premises in Goldsworth Park, to complete architect designs and meet some of the construction costs and to help us realise our vision. Having acquired the building, the Capital Appeal has a target of £3.4m to complete the conversion of the building and equip it to the most modern standards.

We launched a private phase of fundraising at the McLaren Technology Centre, Woking with influential members of our local community and representatives from major trusts and companies. Under the guidance of our Capital Appeal Board we were able to secure over £750,000 from private sources in the year to kick-start the fundraising campaign.

WHAT PEOPLE ARE SAYING ABOUT OUR CARE...

“The CoSI team felt like a lifeline to us as we cared for my mum at home. They always looked after her with care and dignity as they understood her needs and their experience was obvious. The team communicated with us, often daily, offering us much needed advice, support and confidence.”

Capital Appeal Board

Patrick O'Sullivan – Chairman of the Capital Appeal Board and Chairman of Old Mutual plc

Carol Cheesman – Principal, Cheesmans Accountants

David Perry – Retired Chartered Accountant

Rev. Canon Frank Harrington – St Dunstan's Catholic Church, Woking

Marc Riggs – Chairman of Trustees, Woking & Sam Beare Hospices

Peter O'Shea – Entrepreneur

Rev. Dr. Peter Harwood – Vicar of Christ Church, Woking

Richard Dodd

Rhod Lofting DL – Woking Hospice Founder and Life President

Richard Roberts – Managing Director of Trident Garages Ltd

Shahid Azeem – Managing Director of Arcom IT

Tony Jarvis – retired Managing Director of Gossard and Berlei

The public phase was officially launched in February 2016 with a day of activities in Woking and Weybridge. Since then, the public have been incredibly generous in donating and in undertaking a wide variety of events to raise over £200,000 in just a few months.

At the time of writing this Annual Review, with the generosity of our supporters and that of businesses, foundations and trusts, we have so far raised £1.8m. This means we have £1.3m left to raise. With continued support from the community, the Hospices will be able to provide all services from our new home, free of charge, to anyone who needs care, for many more years to come.

We anticipated our revenue income to be reduced this year as we encouraged people to start supporting our Capital Appeal. Here are just a few examples of the ways in which the community supported us to help keep our services going:

- A record-breaking number of people took part in our lottery – it raised over £428,000 in 2015-16.
- Rowers in our second annual dragon boat race in July 2015 raised an incredible £21,000.
- As the local charity partner for the Surrey Half Marathon, our runners raised around £45,000 as well as much needed awareness of the Hospices.
- Local companies, their employees and customers continued their support.
- A supporter launched Laughing Stock – a local music festival which raised over £4,000.

Retail

The Charity's seventeen retail stores provide an important source of income and at the same time help to raise the profile of the Charity on the High Street. With the retail industry under pressure and with income reduced through lower recycling rates, our store teams have had to be agile and innovative to generate the profits needed.

Last year the stores introduced electronic point of sale (EPOS) tills, an investment which paid for itself during the year with improved gift aid generation and the enhanced ability to promote other opportunities for income generation. The operation continues to review its store portfolio and will look in the coming year at new opportunities to increase its presence in the area.

The furniture market remains encouraging, as does the market for vintage clothes which have been promoted through specialised stores and through 'pop-ups' at retail and craft fairs. The success of the retail operation is dependent on our volunteers. We are very grateful for their contributions and constantly encourage others to join in what can be an incredibly rewarding experience.

WHAT PEOPLE ARE SAYING ABOUT OUR CARE...

"We could not have wanted a nicer place for my husband to end his days. A sort of calmness and peace came over you when you entered the doors, everyone was so kind and thoughtful. He felt at home. I would never be afraid of going into a hospice if they are all like Woking. Thank you from the bottom of our hearts."

Finance

How we are funded and how we spent the money

Chairman's Statement

The last year was one of significant challenge as the Hospices worked to deliver on their strategy first announced in 2013 to re-shape and transform their care model in North West Surrey. At the same time the Hospices delivered the specialist palliative and end of life care for which they are justifiably renowned to over 1,400 patients. I take this opportunity to thank our staff, supporters and volunteers who all made this work possible.

Next year will see the 21st anniversary of the founding of the Charity, the opening of our new hospice and the re-shaping of the organisation which I know will lead to a step change in patient support and care.

In doing this the Charity is investing in the future of end of life care. An investment which would not be possible without the generous support of so many in our community – support which we recognise every day. In this regard I would like to acknowledge the foresight of the Leader and Councillors of Woking Borough Council. Without the Council's support and the provision of a £7m, 50 year secured loan facility, we would not have been able to progress with our strategy so quickly. I should also like to thank Patrick O'Sullivan, the very busy Chairman of Old Mutual plc for his support in leading our Capital Appeal Board and those who are working with him.

As Trustees we have to balance ambition with pragmatism and in short, as we build for the future, we have to be responsible custodians of the Charity and live within our means. In the year to 31 March 2016 the Hospices recorded a consolidated deficit of £710,000 which was met from Reserves. This is unsustainable. For the coming year, whilst recognising the reality that core Government funding has not increased in line with inflation or with increased demand, the Trustee Board have challenged the Hospice management team with delivering a balanced budget for the coming year.

I should like to recognise the contribution made by former Chief Executive, Nigel Harding, who laid the foundations on which the Hospices are now building. I am very pleased to be working with Interim Chief Executive, Jayne Cooper, who since joining the management team in September 2015 has impressed the Board with her deep understanding of the acute, community and palliative care environments and her vision, expertise and competence. Jayne has refreshed the Executive management team which is now well positioned to deliver the strategy set by the Trustee Board.

The Hospices are in good hands and will continue to deliver their high quality specialist palliative care to patients and families across our communities at a time when they most need it. None of this would be possible however without the financial support of all those in the communities we serve and I make no apology for asking each and every one to donate to us if they are able. None of us know when we might need to call on this care but all of us hope it will be there when we need it most.

Marc Riggs

Chairman of Trustees

1st December 2016

Finance

Key financial statistics to 31 March 2016

Income	Total (£m) 2015/16	%
NHS Grants and other income	2.4	29
Retail	2.1	26
Fundraising events	0.8	10
Donations and legacies	2.9	35
Income received from grants and fundraising activities	8.2	100
Deficit funded from reserves	0.7	
Total	8.9	100

Expenditure	Total (£m) 2015/16	%
Retail	1.8	20
Fundraising	1.6	18
Hospice care	5.4	61
Governance	0.1	1
Total	8.9	100

For every £1 donated...

73p

is spent on patient care

19p

is invested in raising funds to sustain Hospice care

8p

is spent on administration

The income and expenditure figures have been taken from the full audited and unqualified consolidated accounts for the year to 31 March 2016. Copies of the full Annual Report and Consolidated Financial Statements will be available from 30 January 2016 and can be downloaded from wsbhospices.co.uk or by writing to the Hospices at Hill View Road, Woking GU22 7HW.

Thanks to our Supporters

We are very grateful to all those businesses, Foundations, Trusts and to all our supporters in the community who were able to support us during a year when the Hospices were raising money to support our on-going care and at the same time contributing to the building of the new hospice.

The following organisations made significant contributions during the year:

Trusts

BBC Children in Need	Masonic Charitable	Woking Borough Council
The Caron Keating Foundation	Foundation	The Byfleet United Charity
The Childwick Trust	Nikki's Trust	Surrey County Council
Hospice UK	The Shanly Foundation	The Bradbury Foundation
	Walton on Thames Charity	

Companies

Atticus 7	ISS (UK) Ltd	Procter & Gamble
Barclays Bank Community Team	Lexis Nexis	RR Elite Ltd
Bisley Removals	Longacres	Samsung
British Gas	Luckies of London	Semmco Ltd
CCS Insurance Services Ltd	Majestic Publications	Squires of Woking
Cheesmans	McLaren	Trident Honda
Chelsea FC Foundation	Mercedes-Benz World	W Davies Solicitors
Foundations Estate Agents	Methold Van Hire	Wentworth Golf Club
Greggs Foundation	M&S Brooklands	William Russell Ltd
Harpers Group Woking Ltd	Nuffield Health West Byfleet	
ICL Media	Optichrome Ltd	

Supporters

Andrew Boschier Photography	Shepperton Aurora Rotary Club
Brooklands Museum	St John the Baptist School, Woking
Chinese Association of Woking	Nicola Tait, Sue Cook and Team KC
Chobham Golf Club	Julie Ulvmoen
Christ the Prince of Peace Support Group	Wake Up Woking
Flower Festival	West Byfleet Infant & Junior Schools
Kevin Doyle	Windlesham Parish Church
Goldsworth Park Community Association	Woking Borough Council
London Bus Museum	Woking Golf Club – Dad's Army
David Nutting Golf Day	Woking High School
Sam Beare Fundraising Committee	Woking Sea Cadets

Trustees and Principal Officers

The Board of Trustees who served during the year and up to the date of this review were:

David Perry BSc (Econ) FCA	Appointed March 2001	
Helen Dudley CBE	Resigned March 2015	
Dr Christopher Dunstan	Appointed January 2013	
Dr Anne Green	Appointed January 2013	
Sue Jones	Appointed March 2011	
Mary Jenner MBE JP	Appointed March 2011	
Rhod Lofting BA DL	Appointed March 2011	Founder and President
Simon Oxley	Appointed March 2011	
Peter Lovibond	Appointed April 2015	
Peter Goodyear	Appointed August 2015	
Piers Meadows	Appointed February 2015	
Marc Riggs	Appointed March 2011	Chair
Dawn Stickney	Appointed March 2011	
Sian Wicks	Appointed April 2015	

Principal Officers serving as at the date of this report are as follows:

Jayne Cooper	Interim Chief Executive and Director of Nursing
Lynne Mackintosh	Finance Director
Dr Emily Sills	Acting Medical Director
Louise Morris	Director of Fundraising
Liz Cussans	Human Resources Director
Kerry Bennett	Marketing and Communications Director



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