

**AGENDA ITEM NO:**

**UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST  
BOARD OF DIRECTORS  
FRIDAY 3 DECEMBER 2010**

<b>Title:</b>	<b>DEVELOPMENT OF A PATIENT SUPPORT CENTRE</b>
<b>Responsible Director:</b>	Kevin Bolger, Chief Operating Officer
<b>Contact:</b>	Lynn Willetts, Director of Operations, Division 4, ext. 2208

<b>Purpose:</b>	To agree the way forward in the development of a patient support centre.
<b>Confidentiality Level &amp; Reason:</b>	N/A
<b>Medium Term Plan Ref:</b>	Aim 1: Always put the needs and care of patients first. Aim 2: Maintain our reputation and position at the leading edge of performance and quality.
<b>Key Issues Summary:</b>	<ul style="list-style-type: none"><li>• In January 2009 the Chief Executive's Advisory Group approved, in principle, the development a 'Maggie's Centre' at UHBFT.</li><li>• In November 2009 the Chief Executive of the Queen Elizabeth Hospital Birmingham Charity (QEHB Charity) presented a paper to the Chief Executive's Advisory Group. Support was given to exploring an alternative funding strategy.</li><li>• Between November 2009 and August 2010 discussions have been ongoing between 'Maggie's', UHBFT, and QEHB Charities.</li><li>• In February 2010 CEAG supported the option to pursue the development with QEHBC.</li></ul>
<b>Recommendations:</b>	The Board of Directors is requested to: <b>AGREE</b> that the Trust pursues the option of developing a Patient Information Centre with the QEHB Charities.

<b>Signed:</b>	<b>Date:</b>
----------------	--------------

# UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

## BOARD OF DIRECTORS

FRIDAY 3 DECEMBER 2010

### DEVELOPMENT OF A PATIENT SUPPORT CENTRE

#### PRESENTED BY THE CHIEF OPERATING OFFICER

#### 1. Introduction

The purpose of this paper is to request that the Board of Directors agree that the Trust pursues the option of developing a Patient Information Centre with the QEHB Charities.

#### 2. Background

In January 2009 the Chief Executive's Advisory Group received a paper, presented by Division 4, which requested approval to develop a 'Maggie's Centre' at UHBFT. Approval for the scheme was secured and the Division commenced detailed discussions with 'Maggie's to develop a detailed centre specification.

In November 2009 the Chief Executive of the Queen Elizabeth Hospital Birmingham Charity (QEHB Charity) presented a paper to the Chief Executive's Advisory Group which outlined the views of the charity with respect to the development of a 'Maggie's Centre' at UHB. Support was given to exploring an alternative funding strategy.

Between November 2009 and August 2010 discussions have been ongoing between 'Maggie's, UHBFT, and QEHB Charities. In May 2010 the Chief Executives of QEHB Charities and 'Maggie's met to discuss three potential options:

Option 1: UHB asks 'Maggie's to raise funds and be responsible for the ongoing running costs of the 'Maggie's Centre' as originally planned.

Option 2: QEHB Charities fundraises for the £3million building costs and raises funds for the ongoing running costs for a Patient Support Centre at UHB. UHB contracts the running of the service to a third party, possibly 'Maggie's but third party would not be able to use their 'company name'.

Option 3: QEHB Charities fundraises for the £3million building costs and raises funds for the ongoing running costs for a Patient Support Centre at UHB. UHB takes responsibility for running the facility.

In a letter to the UHB Chief Operating Officer in June 2010 the Chief Executive of 'Maggie's confirmed that option 2 would not be a viable option for the charity. UHBFT is now required to make a decision between option 1 and option 3.

### 3. **Cancer Services at UHB**

- 3.1 The Trust currently provides a mix of local, regional and supra-regional services within Oncology. The Trust also supports the provision of Oncology services at 6 other hospital sites as part of a 'hub and spoke' model of service provision.
- 3.2 UHBFT provides the only radiotherapy facilities within the Pan-Birmingham Cancer Network, with 8 linear accelerators, providing specialised supra-regional services including stereotactic radiosurgery, total body irradiation, and the second largest paediatric radiotherapy practise in the country. In 2009/10 55,901 fractions of radiotherapy were delivered in the Cancer Centre at the Queen Elizabeth Hospital, the service also boasts some of the shortest waiting times in the country.
- 3.3 Activity has grown steadily over the last few years. In 2009/10 2950 inpatients episodes were recorded and 7993 new outpatients were treated by the Oncology team at the Queen Elizabeth Hospital. The combination of improved awareness and detection of cancer, an ageing population, and an increasing survival rate following treatment, suggests that this trend is likely to continue and potentially increase.

### 4. **'Maggie's Proposal**

- 4.1 'Maggie's is a charitable organisation that works in partnership with NHS Trusts to provide a standalone facility from a uniquely designed building that offers information, psychological and emotional support as well as practical advice to cancer patients and their families.
- 4.2 The existing centres provide a range of services as outlined in Table 1 below.

**Table1 – Services provided by a 'Maggie's Centre'**

<b>Summary of Maggie's Core Programme</b>	
•	Psychological support
•	Practical support
•	Relaxation
•	Peer support
•	Courses and workshops
•	Cancer information
•	Benefits & welfare advice
•	Professionally facilitated groups
•	Networking groups (cancer site specific groups)

- 4.3 A typical 'Maggie's programme is delivered by a core team which is made up of cancer care professionals including:
- Centre Head (Oncology trained nurse or clinical psychologist).
  - Clinical Psychologist.
  - Cancer Information Specialist (Oncology trained nurse or therapeutic radiographer).
  - Welfare Benefits advisor.
- 4.4 At the heart of the 'Maggie's philosophy is the belief that provision of an inspiring environment for patients and their families can have a positive impact on a patients will, spirit and morale. As a result the charity has employed internationally renowned architects such as Richard Rogers and Frank Gehry to design their centres.
- 4.5 Capital Campaign: 'Maggie's would launch a £2m fundraising campaign which would cover the capital costs of the build. In addition the initial campaign would fundraise for the running costs of the Centre for the first three years approximately £1m. 'Maggie's capital campaign would be supported by a local campaign board which would be supported by a central fundraising support team. The timescale for the capital campaign would be approximately 2-3 years. Construction of the centre would not commence until all of the capital costs have been banked or pledged. 'Maggie's has successfully employed this fundraising model for each and every development to date.
- 4.6 The trust has been contacted recently and advised that 'Maggie's is in the process of agreeing a significant 'relationship' with a corporate sponsor that is likely to impact positively on the speed at which they can fundraise for development of new centres. This relationship may mean that significant capital funds will be generated centrally (i.e. from London) in a much shorter timescale.
- 4.7 Revenue income: Each 'Maggie's Centre' is supported by a local community fundraiser, who will be responsible for raising sufficient funds to support the on-going revenue needs of the centre. On average, a centre costs £250-350k to run per annum, depending on the size of the staff team. These costs also include an annual building maintenance budget. 'Maggie's community fundraising has proved highly successful in sustaining the ongoing revenue costs of the centres.
- 4.8 In return for providing the capital and revenue costs to build and run the centre, Maggie's would require a plot of land (usually leased at peppercorn rent from the provider Trust) and payment of utility bills for the centre. A typical facility is 250 square metres.

## 5. **Risks of Developing a ‘Maggie’s Centre’ at UHB**

- 5.1 ‘Maggie’s would generate revenue in excess of their costs by employing fundraisers on site as well as fulfilling their charitable objectives by the provision of the services at the ‘Maggie’s Centre.
- 5.2 The money raised by ‘Maggie’s would mean a reduction in the amount of money available to QEHB Charities and would make it harder for QEHB Charities to be seen as the charity of choice to support the services at the Trust.

## 6. **QEHB Charities Proposal**

- 6.1 QEHB Charities believes there is an opportunity to combine a number of ongoing projects. The projects would include the development of an information and support service, which would be available to patient groups wider than just cancer, and potentially a facility for military patients and their families.
- 6.2 Although no location has been identified the facility would be within refurbished retained estate or a new building adjacent to the QEHB for ease of access.
- 6.3 The core team providing services would be employed by UHB but funded by the QEHB Charity.
- 6.4 Capital campaign: QEHB Charities would launch a specific fundraising campaign which would cover the capital costs of the build. The campaign would be supported by the QEHB Charities fundraising support team.
- 6.5 Revenue income: QEHB Charities would be responsible for raising sufficient funds to support the on-going revenue needs of the centre which would be approximately £250-350K for the Patient Support Service.

## 7. **Risks of Developing a QEHB Charities Centre**

- 7.1 The Centre would not be specific to the requirements of Cancer patients.
- 7.2 If a new build was supported which combined a number of projects the building would be bigger in order to accommodate the patient throughput. Capital costs are unknown but would be likely to exceed the £2million predicted by ‘Maggie’s.
- 7.3 The annual revenue costs would be greater than the £250k-£350k proposed by ‘Maggie’s as management and infrastructure costs would have to be included.

7.4 UHB staff have limited experience of providing this range of services and there would be a requirement to recruit experienced staff from outside of the trust.

## 8. **Conclusion**

8.1 The Trust has been in discussion with 'Maggie's since 2008 regarding the development of a Centre that offers information, psychological and emotional support and practical advice to cancer patients and their families.

8.2 QEHB Charities raised concerns regarding the potential impact of 'Maggie's local fundraising activities on the total money available to QEHB Charities.

8.3 'Maggie's is recognised as providing an excellent service model and discussions have taken place to explore the possibility of the charity providing a service funded by QEHB Charities without the 'Maggie's' branding; this proposal was not accepted.

## 9. **Recommendation**

The Board of Directors is asked to:

**AGREE** that the Trust pursues the option of developing a Patient Information Centre with the QEHB Charities.

Kevin Bolger  
Chief Operating Officer