

# ICB Funding Successes

Hospice UK Big Conversation  
24 March 2026

# Housekeeping



Please keep your mic muted unless you are asking a question



Please note that the presentation (excluding the Q&A) is being recorded



The recording and slides will be on the Big Conversation website after the event



Please use the Chat function to ask any questions as we go along



AI bots are not permitted in these meetings and will be removed

# Agenda

10:00	Welcome & Introductions	<b>Annette Alcock</b> , Director of Programmes, Hospice UK
10:05	Quality care for more people enabled by fair and sustainable funding	<b>Emily Carter</b> , CEO, Royal Trinity Hospice <b>Jane Wheeler</b> , CEO, Harlington Hospice
10:35	From pressure to progress: securing winter funding for patient care	<b>Camilla Barrow</b> , Chief Executive, LOROS <b>Jane Pickard</b> , Director of Care Services, LOROS
11:05	Q&A	All
11:25 - 11:30	Close	<b>Annette Alcock</b> , Director of Programmes, Hospice UK



# Quality care for more people enabled by fair and sustainable funding

Emily Carter, CEO, Royal Trinity Hospice: [ecarter@royaltrinityhospice.london](mailto:ecarter@royaltrinityhospice.london)

Jane Wheeler, CEO, Harlington Hospice: [jwheeler@harlingtonhospice.org](mailto:jwheeler@harlingtonhospice.org)

# Partnership with our ICB and beyond

This progress has only been possible thanks to the excellent work of the ICB. From the top, they saw the importance of palliative care. We would not be in this position without this:

**Dr Lyndsey Williams, Robyn Doran, Michelle Scaife, Stephanie Hartley, Melissa Mellett**

**In addition we developed extensive partnership working across our communities:**

- Clinicians across community, primary care and acute care.
- Our residents who participated and held to account – who showed up and worked with us
- A long list of other partners – Councillors, MPs, NHSE, local involvement groups, research partners, PA Consulting, other hospice leads, Hospice UK, AHSN, local NHS Hospitals +



# The importance of partnership working

## 1. Trusted partnership between hospices

We spoke with one voice

Pre-meets to agree on approach and any disagreements kept private

Full transparency between hospices

## 2. Find your person/people

A decision-maker who can allocate resource

Find this person and cherish them!

They will get organisational ownership

## 3. Strong partnership with the NHS

Stand together – externally

Be honest and trust they are too

Frequent meetings at CEO level

# Deliberate approach and style

## 4. A positive tone with staff and stakeholders

Keep engagement ongoing

Support the NHS in what they are doing

Be tactical re: stakeholders who can influence in the right way

## 5. Talk money through the lens of patient care

We did not approach as an ask for funding

We articulated the impact of the lack of funding on care

We recognised that any new funding would require change

## 6. Focus on equity and inequalities

Addressing inequity, including in palliative care, is an ICB requirement

ICB strategic commissioning role includes a renewed focus on inequalities

Bring in patient voices to demonstrate and evidence need

# Nuts and bolts

## 7. Be a co-commissioner

A game changer!

We are not just providers

Make clear this means we are co-decision makers

## 8. Commit senior capacity

This took CEO time: at various points, lots

And team time

Quickly producing data to support business case

## 9. Be pragmatic on finances

Some clear agreements up front e.g., aiming for 50% funding

Don't get hung up on the detail

Accept hospices will not benefit equally

## 10. Not a quick win

4 years (but Covid didn't help)

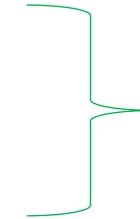
Keep the faith and get the building blocks right

But there were smaller quick wins along the way

# What can other hospices take from this?

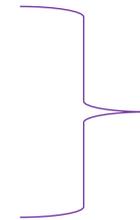
## Our 10-point plan

1. **Trusted partnership between hospices**
2. **Find your person/people**
3. **Strong partnership with the NHS**



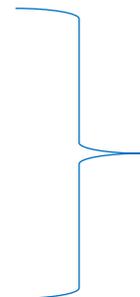
**The importance of partnership working**

4. **A positive tone with staff and stakeholders**
5. **Talk money through the lens of patient care**
6. **Focus on equity and inequalities**



**Deliberate approach and style**

7. **Be a co-commissioner**
8. **Commit senior capacity**
9. **Be pragmatic on finances**
10. **Not a quick win**



**The nuts and bolts**

# LOROS

Hospice Care for Leicester, Leicestershire & Rutland

*Being there for you  
and your family*

**From pressure to progress:  
securing winter funding  
for patient care**

# LOROS Hospice



- 31 bed inpatient unit
- Day hospice and outpatients
- Specialist nurses in community
- Counselling
- Enablement
- Spiritual care
- Complementary therapy

# Spring 2025, £2m deficit...

- Fewer inpatient beds –reduced from 31 to 18.
- Reduced day hospice –cut by 25%.
- Cuts to physio, occupational therapy, social work, chaplaincy and complementary therapies – reduced by 50%.

ICB agreed to move to contract funding  
but **no increase** in support.



# Funding

- ICB funded 27% of our costs with a grant
- No uplift since 2016
- Remaining 73% reliant on legacies, donations, shops



# September 2025

- No winter pressures funding available
- Waiting list developed
- Less referrals

**Greater  
pressure  
on NHS**

# Stakeholder management

Keeping informed | Working together



# Suddenly...



# Admissions

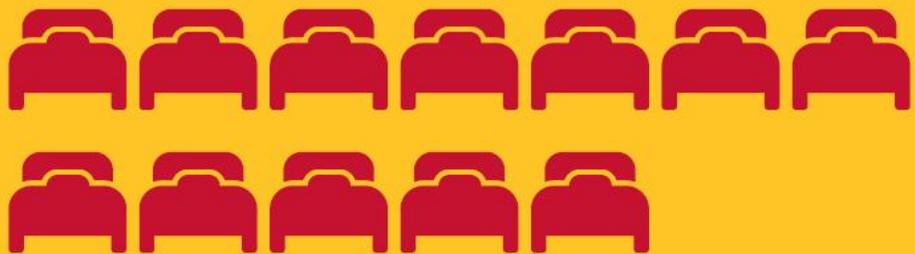
November **4** patients



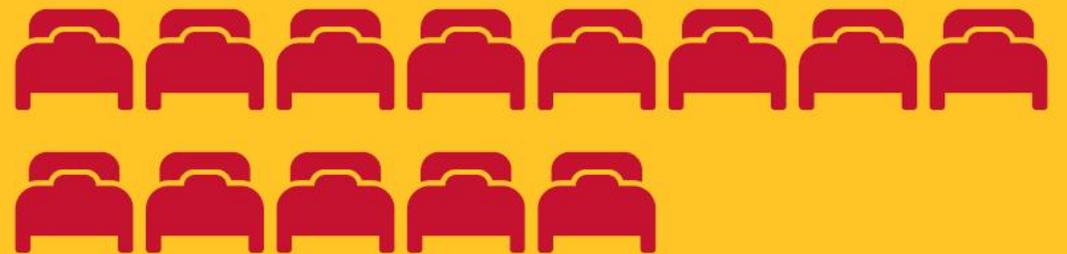
January **8** patients



December **13** patients



February **13** patients

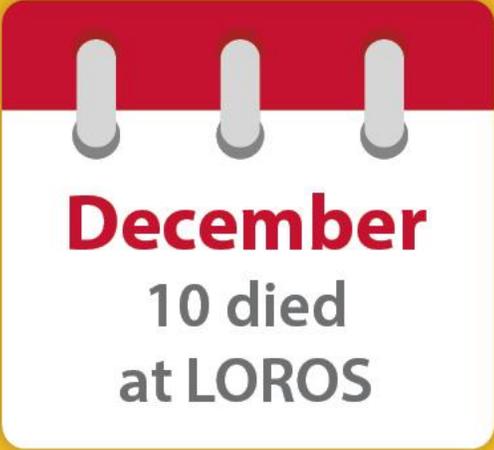


# Outcomes



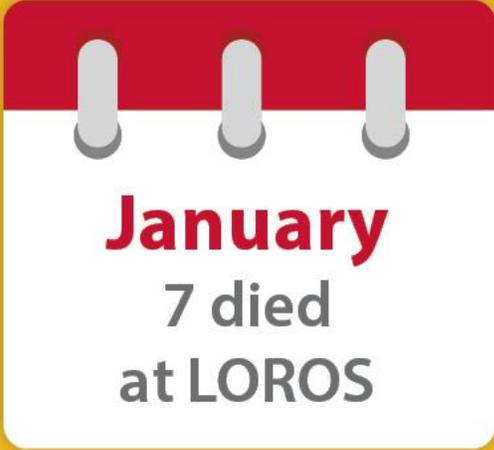
**November**

all patients  
died at LOROS



**December**

10 died  
at LOROS



**January**

7 died  
at LOROS



**February**

9 patients  
died at LOROS

# Feedback from February



11 responses

Number of 5/5 ratings: 11

Formal complaints identified: None

The overall experience described by patients and families reflects high-quality, person-centred, dignified care.

# Feedback continued

**“Polite,  
compassionate  
and caring”**

**“Kind, considerate and amazing”**

**“I wanted him to die here and not  
in hospital. Staff are all amazing.”**

**“Compassionate  
and dignified”**

# Learnings



- Process – fine tune with partners
- Agility
- System partnership
- Strategic and sustained relationship

# Next steps

- Secured permanent increase in beds plus 2 more
- Secured NHS uplift
- Secured investment in community provision



# THANK YOU

Any questions?



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**loros.co.uk**

Registered Charity No: 506120

# LOROS

Hospice Care for Leicester, Leicestershire & Rutland

Being there for *you*  
and *your family*



# Clinical and Workforce Leaders Conference

Conference Aston, Birmingham - 28 April 2026

Scan here for more details



# Grant Opportunity

Funding for small capital projects that will directly benefit patients and their families.

- Available to Hospice UK members in across the UK
- Ten grants of up to £10,000 available
- Supported by the Screwfix Foundation
- Application deadline: 17:00 on Monday 13 April 2026

Scan here for  
more details



# Financial Benchmarking project

- Hospice UK and db associates have teamed up to offer a new financial benchmarking service to our members.
- We provide a quarterly topline review of hospice finances, which will enable you to compare your own performance against aggregated figures from across the sector.
- In addition to this general report, everyone who submits quarterly data will receive a personalised benchmarking report for their hospice.
- Q3 report live now

Scan me



# Big Conversations

The Big Conversations series comprises webinars, workshops, and roundtables that enable our members to:

- learn more about key issues
- share knowledge and experience to inform our work
- discuss problems and solutions with peers
- get practical guidance to move work forward

Details of upcoming Big Conversations will be on our website, where you can also access slides and recordings from previous events.

Scan Me



# Stay up to date



Scan me

Our [Member Update page](#) is updated regularly so you can keep up with our key work and priorities from week to week.

The page is hidden from the public and will not come up in web searches, so we'd recommend bookmarking it!

# Feedback Survey

Please consider sparing a few minutes to answer this survey, so that we can continue to improve future Big Conversation events:

<https://www.surveymonkey.com/r/KRTSC3H>



Thank you