

Strategy 2013-2018

The Trustees and Directors are delighted to introduce a new Strategic Plan to help shape the Hospice over the next five years.

This strategy aims to build upon the excellent work of St Clare, so we are able to continue to grow and meet the increasing demand of the community we serve. As the local Hospice for the community of West Essex and East Hertfordshire we are committed to developing our services to meet the changing and growing needs of local people.

With the ongoing support and commitment from everyone involved with St Clare Hospice we are wholeheartedly committed to delivering this strategy.

Mission, Vision and Values

Mission: St Clare Hospice is committed to delivering skilled and compassionate specialist palliative care for our local community.

Vision: A community in which people with life limiting illnesses have timely access to skilled, compassionate, and sensitive care. We will support patients and their families to maintain dignity and quality of life by providing exceptional care in a place of their choice. As a centre of excellence we will continue to lead in the development of specialist palliative care services.

Values:

- **Care:** We treat patients and families the way we want to be treated – with kindness, compassion and respect.
- **Teamwork:** We value the unique contribution that all our staff and volunteers make in the delivery of excellent care for our local community.
- **Quality:** We are passionate in our pursuit of excellence and dedicate ourselves to achieving the highest standard in all aspects of our work.
- **Integrity:** We are honest and ethical in everything we do and accept the responsibility for the trust placed in us.

Strategic Goals

The Strategic Plan outlines the focus of work over the next five years being directed by five broad, yet far reaching strategic goals. The goals encompass the value placed on St Clare Hospice by those who use our services and the ethos of working in collaboration with other organisations to always ensure the best possible services for the local community.

Each strategic goal has a detailed operational plan behind it, ensuring each directorate at St Clare plays a key part in our holistic approach and ultimately the organisation's success.

- ❖ **To improve and develop our existing clinical services, maximising their reach and quality.**
- ❖ **To increase knowledge, awareness and access to St Clare Hospice care.**
- ❖ **To develop our workforce to meet ever changing needs and challenges in service delivery.**
- ❖ **To enhance, develop and maximise the unique contribution Volunteers bring to St Clare.**
- ❖ **To maximise our impact through robust financial management and income generation, growing the support of our local community.**

Goal: To improve and develop our existing clinical services, maximising their reach and quality.

We wish to always provide excellent quality care while continually exploring ways to be innovative, cost effective and totally resourceful to meet the needs of local people and support individual choice.

Through this aim we also wish to further develop and enhance our community and outpatient work reviewing how we care for and reach out to those groups of people who are under represented in our current service delivery. In order to achieve this we will:

Year 1:

- Develop a community service with the capacity and flexibility to meet individual needs in a timely manner.
- Collect and collate data to demonstrate the breadth and quality of our services and to support that we are the provider of choice delivering quality yet cost effective services.
- Review of bereavement and family support services.

Years 1 & 2:

- Develop a direct IT link to the NHS and relevant care networks to ensure accurate share of information to inform patient care.
- Develop a Hospice at Home service to ensure patients and families can be supported at home, providing responsive care when it is required. Pilot in Year 1, establish in Year 2.
- Ensure all clinical services operate over a 7 day week and that the appropriate support services are also in place. Year 1: Specialist palliative care (community) team. Year 2: Day Therapy.
- Undertake a scoping project to move to electronic patient records

Years 2 & 3:

- Development of a children's bereavement service.
- Increase our outreach work developing clinics and satellite services at key locations in our geographical area.
- Enhance our work with patients and families who have a non cancer diagnosis, identify natural partners in this work, sharing knowledge and resource.
- Implement electronic patient records

Years 3 & 4:

- Reaching out to 'hard to access' communities.
- Monitor the changing demographics of our catchment area.

Ongoing:

- Work closely with commissioners to ensure we are the provider of choice.

Goal: To increase knowledge, awareness and access to St Clare Hospice care.

Over the years we have become much more aware of some of the barriers that exist possibly preventing referral and access to the Hospice services. Such barriers include the public perception towards death and dying, the lack of awareness of how Hospices can support living, the services we offer to families and friends , the holistic approach to patient care to name but a few.

Our referrals should increase year on year as we develop services, increase awareness and ultimately respond to people's ever changing and growing needs for excellent specialist palliative care. In order to achieve this we will:

Year 1:

- Develop a clear marketing and communications strategy that is Hospice wide and collaborative involving all directorates, staff and volunteers.
- Use digital media to its full advantage furthering the work of the Hospice.
- Review our referral process to ensure it is efficient, effective and user friendly.
- Review our patient information to ensure it is accurate, timely and ultimately what our service users need and would like.
- Continue to develop the User Involvement Forum and establish a Volunteer steering group to help guide and develop the Hospice work.

Years 2 & 3:

- Participate in local and national campaigns to help change the public's attitude towards death and dying.
- Work to develop closer links with local decision makers in the non-health arena.

Ongoing:

- Develop a lead role in the strategic planning of local end of life care services.
- Collaborate, support and guide our health and social care colleagues in the development of specialist and end of life care of our local community.

Goal: To develop our workforce to meet ever changing needs and challenges in service delivery.

We wish to support and develop our teams to always ensure excellence in care and total service delivery. Staff must be appropriately trained and supported, enabling them to be knowledgeable, confident and an excellent resource across the organisation. In order to achieve this we will:

Years 1 & 2:

- Review the current appraisal system and implement any changes to support staff and organisational development.
- Implement an annual staff survey system to monitor staff satisfaction.
- Review our occupational health provision and ensure assistance programmes are in place to support staff health and well-being.

Year 2:

- Develop as a learning organisation. Explore the options for providing an additional staff resource dedicated to learning, development and quality across the Hospice implementing the most appropriate model and posts.
- Undertake a review of the job evaluation process and have clear processes in place for monitoring staff benefits to ensure we are an employer of choice.
- Revise the mandatory training programme for all staff and volunteers, fully exploring e-learning as a viable tool.
- Ensure all members of the management team have access to management coaching/supervision

Years 2 & 3:

- Develop the skills of our clinical staff to provide specialist palliative care to patients and families with a non cancer diagnosis.

Years 3 & 4:

- Undertake a full training needs analysis across the organisation.
- Revise and implement a series of external training courses for health and social care professionals according to local need.

Goal: To enhance, develop and maximise the unique contribution Volunteers bring to St Clare.

We wish to explore new approaches to volunteering and develop volunteering roles that directly support clinical services not only in the Hospice building but also in the local community. In order to achieve this we will:

Year 1:

- Develop a Volunteer steering group to help guide our development – Volunteers are a vital voice between the Hospice and our local community.
- Maximise the use of marketing, digital and social media to develop and celebrate our Volunteering success and opportunities.

Years 1 & 2:

- Ensure a robust Volunteer induction and review programme is in place across all areas within the Hospice, ensuring consistency in service delivery, development opportunities and support for our Volunteers.
- Develop a team of Volunteer be-frienders to support our community service.

Year 2:

- Look to develop an innovative Volunteer led aspect of our clinical service.

Year 3:

- Develop short-term roles for those wishing to utilise the Volunteer experience to support their own personal development.

Year 4:

- Achieve the Investing in Volunteers quality standard.
- Develop a young person volunteering scheme, working collaboratively with other local providers as required.

Goal: To maximise our impact through robust financial management and income generation, growing the support of our local community.

During a very uncertain economic climate we must ensure our income streams are maximised and resources used effectively. We must also ensure we explore innovative ways for our local community to contribute to the development of the Hospice as its local resource, being proud to support St Clare and of its success. In order to achieve this we will:

Year 1:

- Write and implement a major donor strategy.

Year 1 & 2:

- Generate and implement a robust and creative income generation strategy with a mixed portfolio of income streams.
- Review and develop donor care, making sure we really look after 'our ambassadors' who support us.
- Maximise and develop our clinical and non-clinical space on the Hospice site. Implementing operational ways of working to ensure space is shared, used to its full potential and fit for purpose.
- Review our current retail portfolio across the local area and ensure efficiency and effectiveness in our team structure and operational systems.

Year 2:

- Ensure the retail team currently at Phoenix House return to the St Clare Hospice site with adequate work and storage space.

Ongoing:

- Maximise net income receivable from existing funding streams always ensuring value for money and effective use of resources.
- Position the organisation to be the charity of choice in our local area.
- Work with commissioners and other providers to ensure we make the most of every opportunity and look for commercial options for service/business development.
- Develop service user stories to really promote the work of the Hospice and engage supporters.
- Ensure robust contracts and data collection systems are in place to ensure we are provider of choice.
- Reinforce the message that everyone employed by St. Clare can make a positive impact on income generation potential.

Progress and Success

Underpinning the strategy is a detailed business plan to ensure delivery. The Hospice Board of Trustees, directors and management team will monitor and report on the progress of the strategy through a variety of means and governance methods throughout the life of the plan. It is vital our strategy remains a live document with our progress being reported through our published accounts and annual review which is available to the public and found on our website. www.stclarehospice.org.uk

Acknowledgement and Thanks

The Board and directors team would like to thank everyone who contributed to the development of our strategic plan. We believe our strategy is challenging yet achievable, developing a Hospice provision that local people need and deserve. We are grateful for everyone's contribution, honesty and feedback and look forward to developing our services as an integral part of the local community.