



St Clare Hospice 
STRATEGY
2022+



Context

The UK population is ageing, with many more people living with significant ill health for longer. With the number of deaths projected to increase by 27% by 2040, and the number of people living with 4 or more multiple diseases or conditions set to double from 2015 to 2035, the demand on specialist end of life and palliative care services will increase significantly. Care homes are projected to be the main place of death by 2040 and so the need for community and care home-based end of life care needs to increase dramatically. Additionally, the long-lasting impact of the Covid-19 pandemic on healthcare services means that some people are receiving late diagnoses and late treatment which is likely to affect demand on end-of-life care services, such as hospices, for some time to come. The bereavement needs for the UK population are significantly greater (and different) post-Covid. Lastly, the hospice sector is affected by the significant constraints the NHS is under; with an ageing workforce likely to retire in the next 10 years, major understaffing across UK health and social services, and a burnt-out, tired NHS workforce.

More locally, the population across West Essex and East Hertfordshire is growing, with many more new houses being built in parts of the area. We are also seeing an increase in ageing populations, particularly in the north of West Essex. Health needs and health inequalities across West Essex and East Hertfordshire are varied, meaning healthcare delivery organisations

We will deliver outstanding hospice care to people wherever they are.

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need to adapt and flex services accordingly. There are plans for a new hospital in Harlow which will have a significant impact on healthcare delivery for the local population. Meanwhile, the NHS continues to reorganize itself, with a tension between the need for centralising scant NHS resources and the needs of the local communities for good healthcare delivered at an accessible localized level.

St Clare Hospice needs to be a hospice fit for an uncertain and ever-changing future. The hospice needs its services, resources and most importantly its people to be ready to cope with the future and remain relevant to the changing health needs of the population of West Essex and East Hertfordshire. We need to be a nimble and listening organization, able to adapt and move with the changing landscape of health needs, funding, and government policy. We must also be able to attract and retain skilled, confident and motivated people to our paid and voluntary workforce. Despite the move of some hospices in the UK to pursue more government funding, St Clare Hospice seeks to remain as independent as possible as a charity in its own right, with the balance of power remaining with our main stakeholder - the local people we are here to serve. We believe this allows us to prioritise the style and nature of care that local people tell us they want us to deliver.

The previous St Clare Hospice strategy (2018-2021) was ambitious. It set out a series of principles about the need to reach significantly more people with services and care, and a new focus on working alongside the local community with volunteer-led social support programmes to build resilience around the issues of death and loss. All the goals were delivered, including an 'Outstanding' rating from the Care Quality Commission in March 2020. We now need to build on the success and firm foundations built during 2018-2021.

St Clare Hospice needs to be a hospice fit for an uncertain and ever-changing future.



? In preparing the strategy for 2022+, we have considered the following questions:

WHAT will our communities need from end of life care services and the hospice in 10 years' time?

WHAT might our hospice look like in 10 years' time?

WHO do we need to build partnerships with?

WHAT resources will we need to deliver this?

We have asked our communities (including those people we don't currently reach by commissioning research conducted by Healthwatch Essex) our staff, volunteers, supporters and healthcare colleagues what they need from St Clare Hospice. We have considered research papers and studies on the likely future health needs of the UK population and our local communities. We have also reviewed local health strategies ([see Appendix 1](#)).

10 themes stood out from our consultations. These are the areas that our stakeholder groups felt it important to consider.



1. Equity of care

Everyone should have access to the services they need.



2. Flexibility of care

Everyone should be able to receive care near to where they live.



3. Partnerships

Services are well integrated into the wider health and social care system.



4. Our people

Our most precious resource is our people; we need to develop and support them.



5. Leadership

We need to strengthen leadership skills across the hospice.



6. Education

We need to support colleagues to grow and develop in skills and confidence.



7. Impact

We must measure and demonstrate our value.



8. Community

We must remain rooted in our communities by listening.



9. Firm foundations

We have built firm foundations; we must now build up and outwards.



10. Holistic care

Our strength is in the holistic nature of our services which we must safeguard.





Vision

Our vision is that every adult with a life-limiting condition in our local communities should have access to palliative care services - wherever and whenever they need them - so that they can make the most of every moment, no matter how long they have left to live.



Mission

Our mission is to provide both specialist clinical services and volunteer-led social support that meets the complex medical and social needs of local people around the issues of death, dying and loss.



Our goal

We will deliver outstanding hospice care to people wherever they are; whether at home, hospital, hospice or care home.

Our objectives

1

We will reach significantly more people who are facing death, dying and loss in our local communities.

2

We will work alongside our communities to become more resilient, to support each other and to remain independent for as long as possible.

3

We will equip healthcare colleagues to have the confidence and skills to provide outstanding end of life care.

4

We will seek partnerships to deliver outstanding care for patients and local people.

5

We will grow as a strong, sustainable and effective organisation.

How will we achieve this?

Improving Access



IMPACT



Quality



Sustainability



DRIVER ONE



Improving Access

The change we want to see

HOW WE WILL DO THIS

More people have access to the end of life care services they need by expanding and optimising our reach across West Essex and East Hertfordshire.

- ✿ We will identify which services we can deliver effectively in partnership with other organisations, in community hubs across West Essex and East Hertfordshire so that geography is not a barrier.
- ✿ We will develop a digital strategy that will widen access to hospice services, information and advice, so that more people have access to outstanding hospice services.
- ✿ We will build on the Wellbeing Hub model, expanding the offer of specialist clinics, therapy groups and support to those who are not currently well served by hospice services, such as those with non-cancer conditions. The Wellbeing Hub clinics will be delivered across West Essex as well as on our hospice site.
- ✿ We will further develop the hospice's First Contact Service that triages patients and provides advice for them, their families and other healthcare professionals.
- ✿ We will continue to focus on delivering holistic care services, by maintaining and developing the full range of services and workforce required to support the physical, emotional, mental, social and spiritual needs of each patient, and their loved ones.

More services to be offered to more people on our hospice site so we maximise our current resources.

- ✿ We will look at redeveloping the older parts of the Hastingwood site to make space for more clinical care and education. This might include offering a respite unit for patients with complex non-cancer conditions, and/or family accommodation, as well as more accessible clinical/therapy space, and space for education and meetings. This will future proof the hospice site for the next 15 years.

We will prepare for future increases in numbers of care home residents and the wishes of local people who want to be cared for at home.

- ✿ We will focus on developing and strengthening our community-based care services and models, so that people can receive outstanding end of life care and support services - whether at home or in a care home.
- ✿ We will look specifically at developing virtual ward rounds, so that we can provide effective care to people where they are, and rapid specialist support and advice to our healthcare colleagues across the NHS.

We will ensure everyone has fair access to hospice services as well as employment and volunteering opportunities.

- ✿ We will deliver a comprehensive Equality, Diversity and Inclusion programme to address the inequalities in our organisation.
- ✿ We will continue to focus on identifying and listening to those communities who could benefit from our services but whom we are not currently reaching. We will develop programmes and services which meet their needs.

The change we want to see

HOW WE WILL DO THIS

We will work to reduce unnecessary hospital admissions, and a higher than national average number of end of life patients dying in hospital, so more people can benefit from hospice care services.

- ✿ We will focus on improving patient care pathways between the Princess Alexandra Hospital and the hospice, including offering our support in the planning of the new hospital, so that palliative and end of life care patients receive the right care and access to hospice services.
- ✿ We will focus specifically on developing rapid discharge services in partnership with our NHS colleagues so that we can help people get home from hospital, if that is their wish.
- ✿ We will continue to work with our NHS partners in developing 24/7 cover for end of life care services that meet the needs of local people.
- ✿ We will continue to be a key partner in delivering system-wide programmes such as the West Essex Out of Hospital model, which aims to reduce unnecessary hospital admissions, deliver localised care, and streamline specialist and complex care service delivery.
- ✿ We will work with our colleagues across the Integrated Care System (Hertfordshire and West Essex ICS) to deliver streamlined, effective end of life care and support that is value for money.

Local communities will be able to articulate what they need from the hospice and other healthcare providers around the issues of death, dying and loss. They will feel heard and valued. We will be able to respond quickly and flexibly to their needs.

- ✿ We will develop effective ways of listening to local people to find out what support they need around death, dying and loss and will support them to develop solutions that meet their needs.
- ✿ We will create more ways for our community, patients and families, and those we don't currently serve, to feed into the design and development of our services.
- ✿ We will develop a public health and engagement strategy that empowers the local community to understand their choices about care, and to request the right help at the right time through information, advice and awareness campaigns.
- ✿ We will build on our volunteer and community-led social support models, encouraging more local people to find ways to support each other through death, dying and loss and to tackle loneliness and social isolation.
- ✿ We will develop relationships with community and religious leaders to develop better community links, reduce barriers to seeking hospice care and ensure people have access to community and pastoral support whilst using hospice services.

Local communities will be able to support each other through bereavement and loss. They will be able to access the support they need in the form that they need it.

- ✿ We will seek to become the local leading provider/experts on bereavement support, offering a wide range of ways that adults and children can access the support they need, whether they have a connection to the hospice or not.



DRIVER TWO

Quality

The change we want to see

We will be able to demonstrate to our local communities, funders and partners the impact our hospice achieves in improving the health outcomes of local people, and on the wider healthcare system to show we offer great value for money.

We will continue to focus on developing an effective organisation with an open, transparent culture that values integrity.

We will continue to develop our governance frameworks across the organisation to ensure we are well-led, well-governed and that we use our resources for the greatest impact.

HOW WE WILL DO THIS

- We will develop an impact measurement programme to better demonstrate our value to the wider healthcare economy and the difference we make to our local community.
- We will develop research to add to the national body of evidence about the broader impact of hospice services on patients and their families. This will help the hospice to deliver better care.

- We will focus on how we use and express our hospice values, promoting high performance and developing a working environment that builds a strong organisational culture where our staff and volunteers can flourish.

- We will continue our programme of quality improvement across the hospice, particularly focusing on developing clinical care, and all systems that support the hospice functions. We will ensure all our processes support rather than hinder our work.
- We will continue to focus on using the CQC Key Lines of Enquiry (Safe, Caring, Responsive, Effective and Well-Led) as frameworks for planning, decision-making and projects.
- We will conduct a full review of hospice governance to ensure effective and safe decision making.
- We will work towards our Board and hospice workforce (both staff and volunteers) reflecting more accurately the make up of the communities we serve.

DRIVER THREE



Sustainability

| The change we want to see | HOW WE WILL DO THIS |
|---|--|
| We will ensure our staff and volunteers are enabled to reach their potential so that we create an empowered, motivated and skilled workforce. | <ul style="list-style-type: none">✿ We will invest in our people through a learning and leadership programme that identifies and grows the hospice team of the future.✿ We will continue to develop career and volunteering pathways with flexibility within the hospice to ensure we can attract, retain and develop people who are motivated and skilled to deliver outstanding hospice services. We will also focus on growing our own talent from within the hospice so that we can retain skills for longer.✿ We will continue to work with our team by building roles around people's skills, interests and talents, and enabling people to try new skills and grow. We will find opportunities that fit what people want to do. We will find ways of showing volunteers the impact of what they are doing. |
| We will optimise our income generating capabilities and our financial resources so that we maintain our independence as a charity and can afford our services in the future. | <ul style="list-style-type: none">✿ We will focus on developing partnerships with our healthcare partners, local businesses and relationships with local communities that help sustain the hospice and promote awareness around the issues of death, dying and loss.✿ We will focus on careful stewardship of our supporters so that they feel valued and that they are making a difference.✿ We will continue to deliver a broad range of cost-effective income streams that are sustainable and minimise risk to the hospice's financial resources.✿ We will invest further in our income generating capabilities by scoping new opportunities that align with our values and fit with our organisational priorities, as well as expanding our most effective income streams.✿ We will ensure hospice expenditure is well controlled and managed so we can continue operating in the future. |
| We will ensure all hospice functions are well supported to be as effective and efficient as possible. | <ul style="list-style-type: none">✿ We will continue to invest in IT and digital services so that services run efficiently and we maintain the security of our systems.✿ We will continue to invest in our business intelligence and data functions so we can continue to monitor services and support decision making. |
| We want the hospice and all its activities to be as environmentally sound as possible, with a view to reaching carbon neutral by 2040. | <ul style="list-style-type: none">✿ We will regularly review our hospice site and activities to ensure we are using environmentally responsible means of conducting our business. |

Appendix 1

Strategy documents and research papers considered

- Report of the Lancet Commission on the Value of Death: bringing death back into life, Jan 2022
- Ambitions for Palliative and End of Life Care – a national framework for local action 2021-2026
- West Essex End of Life Steering Group – End of Life Strategy for West Essex, 2021
- St Clare Hospice Strategy Refresh: Engagement Project, Healthwatch Essex, commissioned by St Clare Hospice, Summer 2021.
- West Essex Out of Hospital Care strategy July 2020
- Better End of Life 2021, Dying, death and bereavement during Covid-19 Briefing Report, Marie Curie
- You Matter Because You Are You – an action plan for better palliative care, Cicely Saunders International 2021
- An Integrated Health and Care Strategy for a Healthier Future, Hertfordshire and West Essex STP
- Future Vision Programme – Hospice UK
- Approaches to commissioning bereavement services: a FOI request with Clinical Commissioning Group, etc, Independent Age, Mar 2021
- Hospice care access inequalities: a systematic review and narrative synthesis, Tobin J et al., BMJ Supportive and Palliative Care 2021.
- Five key questions about the future of primary care networks in England, Health Foundation, Jan 2021
- End of Life care in the acute care setting, Royal College of Physicians, Feb 2021
- Assorted staff, volunteer and community briefings with mini surveys of attendees via zoom conducted 2020-2021.



Awards

2018 – 2022

2019

Hospice UK: Specialist Retail Outlet of the Year: Scarlet Vintage & Retro

Our specialist vintage charity shop, Scarlet Vintage & Retro, won a national award at the annual Hospice UK Retail Conference in 2019 for Specialist Retail Outlet of the Year.



Harlow Town Centre awards 2019

Scarlet Vintage & Retro won two awards in the Harlow Town Awards 2019: Best shopfront / window display and Volunteer of the Year.

Voluntary Community Service Award at Essex County Council's 'Who Will Care?' Awards 2019

Our community-led social wellbeing project, Compassionate Neighbours won this award on the grounds of 'outstanding service delivery to support their community and/or service users.'



2020

Charity Times – Corporate Community Local Involvement Award

We jointly won the prestigious Charity Times' Corporate Community Local Involvement award for our partnership with Weston Homes, recognising the strength of its partnership with the local company.

Charity Retail Association

Retail volunteer Emma Good was Highly Commended in the Volunteer of the Year category in the Charity Retail Association Awards.

2021

Epping Forest District Council

Bereavement Volunteers win Volunteers of the Year

Charity Times Award – Change Project of the Year – Bereavement Support

Our Bereavement Service was recognised for its response to the pandemic with an award for 'Change Project of the Year' in the national Charity Times awards.



Harlow Town Centre Awards – Best Shop Window

Our Scarlet Vintage & Retro charity shop won the Best Shop Window award.

2022

Our Health Heroes Awards 2022 - Winner - Most Progressive Integrated Care Workforce Programme

We were recognised for our delivery of end of life care for people across West Essex the Our Health Heroes Awards. A panel of expert judges awarded us the 'Most Progressive Integrated Care Workforce Programme' prize for our impactful collaboration with West Essex CCG and Essex Partnership University NHS Trust (EPUT).



Achievements



2018 – 2021/2

- Rated as Outstanding by the Care Quality Commission
- Developed the hospice values framework
- Achieved financial stability
- Designated a Teaching Hospice by the University of Cambridge
- Delivery of new services during this period, such as Compassionate Neighbours, the Namaste project, Children and Young Persons' Therapy services, and we opened up our bereavement services to anyone affected by grief and loss.
- Developed new services during the Covid-19 pandemic such as the Wellbeing Hub, Griefline and online bereavement cafés
- Implemented a fair pay system for all staff
- Achieved stronger income generation results (+11.5% in 2020/21)
- Implemented robust and secure IT provision
- Made improvements across the hospice site such as a refurbished kitchen, the sensory garden, improved accessibility and air conditioning in the Inpatient unit.
- Made significant progress in our clinical quality improvement programme
- Achieved stronger clinical outputs, including 100% more outputs from our Community Nursing Teams
- Introduced new programmes of clinical support in care homes, and for people with dementia and learning disabilities.
- Forged better relationships with NHS partners and our local communities, including the voluntary sector and supporters.



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