



St Andrew's Hospice

Strategy

2024-2029



St Andrew's
Hospice
under one roof





Foreword

Our Hospice Board of Trustees and the Leadership Team have worked together on this strategy and consulted widely during its development. By reflecting on and reviewing the outcomes and impact of the commitments we set in our previous strategy, we know what we do well and what we need to change, improve or transform. We have been forward looking in our understanding of the unique context and landscape in which we are now operating, and are seeking to align what we do to national and regional strategies, and, of course, the local needs for our community.

This strategy, which is the guide for St Andrew's Hospice's activity over the next five years, has been developed through listening to our staff, patients, families and carers, together with

the wider community, colleagues and partners.

We are proud of how much we have achieved over the last few years and ambitious to accomplish more to 'Make Each Day Count' for our patients, their families and friends and the support and care they require from diagnosis through to death and into bereavement.

St Andrew's Hospice celebrates its 45th anniversary in 2024. There is so much to celebrate, not least how we have responded to the needs of our community by significantly expanding, professionalising, and developing our organisation in recent years.

We believe that our communities should be able to access high quality, compassionate, effective, responsive care and support, when they have been diagnosed with a life-limiting illness, and that is the driving force behind everything we do.



Who we are

St Andrew's Hospice is a registered charity providing compassionate care and support for adults, children, their families and their professional carers, who are adjusting to life following the diagnosis of a life-limiting condition, throughout their illness, up to their death and into family bereavement support.

We have delivered palliative and end of life care for nearly 45 years to people across North East Lincolnshire, and for nearly 25 years to children from the whole of Lincolnshire, Hull, and the East Riding of Yorkshire.

We receive only about a fifth of our funding from the NHS, which means we depend on the generosity of our community to fund much of the care we provide for local people.

Our hospice care services are delivered both in the community and in our buildings, under one roof, providing high quality, person-centred, holistic palliative care.



Why our **strategy** is important

Our strategy sets the strategic direction of the hospice through to the financial year 2029/30.

This strategy guides the range and quality of services we provide, ensuring we continue to make a significant contribution to the integrated care systems of North East Lincolnshire and Humber and North Yorkshire. As part of the integrated care system, we are committed to delivering the six ambitions of the National Palliative and End of Life Care Partnership:

1. Each person is seen as an individual
2. Each person gets fair access to care
3. Maximising comfort and wellbeing
4. Care is coordinated
5. All staff are prepared to care
6. Each community is prepared to help.

It is important to us that we share this strategy with our partners and community, and that we use it to guide the services on which we deliver and collaborate, to align our approaches to the needs of our community.

We have reviewed and refreshed our vision and mission statement. Our values have also been reviewed, using the original accounts received from our staff and volunteers,

to help shape the culture of our organisation. These have now been recrafted to provide clear, meaningful core value statements, that are the essence of St Andrew's Hospice.

An annual delivery plan will set out the detail of what each hospice team will be responsible for, to ensure we deliver to our ambitions. The Senior Team will review this plan quarterly and report to Trustees through the Strategic Report to the Board.

We would welcome any feedback on our strategy. Please email standrews.communications@nhs.net



Our refreshed **Vision, Mission & Values**



Our vision

Our vision is of a community where people can openly discuss death and dying; make each day count; and die with dignity and respect, in the place they choose, knowing their loved ones are supported.

Our mission

Our mission is to provide individualised, high-quality holistic care and support, advocating for personal choice, for those affected by a life-limiting illness.

Our values

*Care, compassion and respect for all.
Work together and value difference.
Be positive, proud and professional.
Innovate and strive for excellence.*



As custodians, we strive to preserve and enhance the reputation and brand of St Andrew's Hospice for the future, ensuring we are always advocates for our values and purpose.

Achievements

In the three years prior to 2024, we have:

- Facilitated a safe and effective **recovery from the pandemic**
- Fully established our **Children's Hospice at Home Service** – with 82% of the caseload receiving care in their home
- Increased activity within the **Wellbeing and Outpatient services** – referrals have increased by 29.4% and activity has increased by 29.5%
- Maintained **"Good" rating with CQC**
- Become an **employer of choice** evidenced by improved pay, terms and conditions and employee benefits
- Successfully **recruited from overseas**, ethically sourcing professionals whilst establishing a working relationship with the Palliative Care Teams in Kerala
- Established our **Volunteer Coordination Team**, improving our volunteer experience and seeing 160 new starters
- **Increased collaboration** and integration with local health and care services, leading the PEOLC agenda and providing seamless palliative care services
- **Increased access** to Paediatric Palliative Care Consultants, through our developing relationship with Martin House
- Year-on-year **increase in retail contribution**, now providing 43% (£2.25million) of our income
- **Improved and increased our use of technology**, providing sustainability, enhanced security, reduced carbon footprint and efficiencies.



Challenges & Opportunities

Challenges

- Changing demographics and increased complexity of end-of-life conditions
- Demand outstripping capacity
- Increasing inequitable access to care and support
- Lack of diversity in our patients and workforce
- Increasing workforce recruitment and retention challenges
- Reduction in financial sustainability
- Continuing lack of statutory funding
- Increased pressure on traditional fundraising, with reduction in success
- Changes in health and charity regulation and governance
- Possible changes in Assisted Dying legislation
- People's perception of the hospice not accurate and often with misunderstandings
- Changes taking place across the healthcare landscape leading to policy changes and reduced Government support
- Increased challenge in engaging with the Integrated Care Board (larger footprint). Uncertainty of the decision-making responsibilities
- Increasing costs and resource to keep on track with innovation and technology adoption
- Maintaining infrastructures and facilities
- Experiencing significant differences between adult and children's hospices (funding, resource, specialist vs generalist, size and scale).





Opportunities

- Enhancing and increasing care and service delivery
- Expanding our patient and carer interventions
- Improving the identification and recognition of palliative care needs and developing patient advocacy service
- Increasing our integration with local partners, implementing a collaborative approach to care delivery and support
- Expanding our mixed economy of funding and income
- Improving workforce offer to existing and new employees
- Improving volunteer support and experience
- Increasing access to education, training and research
- Maximising the opportunity for community engagement and developing partnerships
- Possibility to grow and expand our organisation
- Increasing and improving our equity, diversity, and inclusion
- Increasing our innovation and developing our skills and experience with technology
- Improving our environmental sustainability.



Your voice Stakeholder Feedback

“



VOLUNTEERS' WEEK

THANK YOU!

Susan Meadows

Your commitment and contribution as a volunteer really makes a difference to
St Andrew's Hospice

Presented on: 1st June 23 From: Michelle Rollinson

Michelle Rollinson

#VolunteersWeek

VOLUNTEERS' WEEK

THANK YOU!

Clemence Jacklin

Your commitment and contribution as a volunteer really makes a difference to
St Andrew's Hospice

Presented on: 1st June 23 From: Michelle Rollinson

Michelle Rollinson

#VolunteersWeek

The views of patients, carers, partners, staff, volunteers and our wider community are important to us and have been critical in the shaping of this strategy. We have engaged with a broad range of stakeholders, asking them to reflect on our services and tell us what our strengths and areas of development are and why. We also shared with them our understanding of the local population needs and the context in which we are working.



Their comments:

“Increase people’s awareness and understanding of hospice services across the community, with a focus on health professionals.”

Patient

“We need to expand our work with colleges and universities to help support recruitment.”

Staff Member

“You are the experts in palliative care and should be leading the development work required to meet our local community’s needs.”

Health & Care Partner

“We need to work together to achieve our strategy, teams across the hospice, organisations across the area, individuals within our community.”

Staff Member

“We support the strategic direction of the hospice and encourage you to continue to connect outwards with collaborations.”

Health & Care Partner

“Our whole family benefited from outstanding care and compassion during Mum’s final days.”

Daughter

“Our shops are the front face of the organisation; we should utilise these spaces more to raise awareness.”

Volunteer

Strategic Priorities

Inform & Influence

1.



As the system lead for All Age Palliative and End of Life Care, we will extend our influence across the community to improve the care and support for all those affected by a life-limiting illness.

Increase Our Impact

2.



We will continue to develop services within the hospice and in the community to meet the growing needs of all patients, their families and carers.

Involve & Integrate

3.



We will work in partnership with our community to help and equip them better to understand and support each other through life-limiting illnesses, as a compassionate community.

Strategic Priority 1

Inform & Influence



As the system lead for All Age Palliative and End of Life Care, we will extend our influence across the community to improve the care and support for all those affected by a life-limiting illness.

Why?

We need to improve patient and carer choice and experience; increase equity, accessibility, responsiveness, and sustainability of services; we need to ensure we provide the 'right care, in the right place, at the right time, with the right skills'; we need to be prepared and able to respond to the expected increase in demand for services and for the heightened complexity of care needed; reducing duplication and gaps in care provision, preventing silo working across the health and care system; we need to be identified as a core provider of palliative and end of life care, integral to the health and care solution, and to increase statutory income, ensuring the future sustainability of hospice services.

What will we do?

We will lead, influence, and shape the palliative and end of life care agenda and developments beyond our authority, having belief in our skills, knowledge, and abilities; increase the skills and confidence of the workforce across the wider system; we will improve and extend our collaborations and integrated ways of working; we will step up and proactively take on lead roles, whilst being fully aware of, and engaged with, the national, regional, and local agendas and developments.

We will achieve this by

- Leading system-wide partnership working approaches to improve the access to and availability of needs-led palliative and end of life care services
- Building on current joint collaborations, we will ensure care, advice and guidance can be offered whenever and wherever it is needed, supporting patients' changing needs and providing advocacy and choice
- Representing the hospice and palliative and end of life care services at a local, regional, and national level, supporting the development of research, policies, and guidance
- Developing and facilitating education and training to improve the patient and family's experiences of palliative and end of life care across the community
- Working with our local providers and regional organisations, to ensure high quality palliative and end of life care remains the key focus and is a sustainable aspect of health care delivery.

Measures of success

By 2029, we will have:

- Fully integrated palliative and end of life care services across North East Lincolnshire to improve accessibility and patient and family experiences
- Provided 24/7 services that support the needs of our local community, delivering personalised, patient-led care and support
- Increased level of NHS funding due to offering valued and impactful services
- Improved economies of scale through greater collaboration and partnerships with hospices and other health and care providers
- Increased the competence, confidence and resilience of the health and care workforce.

Strategic Priority 2

Increase Our Impact



We will continue to develop services within the hospice and in the community to meet the growing needs of all patients, their families and carers.

Why?

We need to develop, extend, and increase our specialist care provision within the hospice and in the patient's home, improving experiences and impact; our services need to address inequity due to health inequalities; we need to expand our reach and offer to increase accessibility, responsiveness and sustainability of palliative care and end of life services, and to meet the changing needs of our community and reduce inappropriate hospital admissions.

How?

We will grow the hospice capacity in the provision of specialist and palliative end of life care whilst increasing the collaborative and integrated working with others; we will grow the skills and confidence of the hospice workforce and enable them to have competence, confidence and resilience to be agile and mobilised to meet the increased complexity and demand of care; using a population-based needs approach, we will identify gaps in hospice and community services, advancing our provision of care and support, to meet the changing needs of our population.

We will achieve this by

- Identifying gaps in our current community offer and developing our activity to meet the increasing and changing needs of our patients
- Developing further the clinical care we provide to both inpatients and outpatients in order to reduce the need to access hospital care
- Developing support for carers, through formal and informal approaches
- Developing a skilled, focused, high-performing and committed workforce of staff and volunteers
- Growing and finding new innovative ways to deliver increased income
- Develop and grow our estate, to support the organisation's needs.

Measures of success

By 2029, we will have:

- Increased patient outcome measurements, evidencing increased patient and family satisfaction
- Fully established and trained a Specialist Palliative Care Multidisciplinary Team, able to meet the needs of our community
- Delivered outstanding services
- Remained an employer of choice, evidenced by improved workforce metrics, including employee and volunteer survey results
- Sustainable services delivered by a full complement of staff and volunteers
- Achieved digital maturity, improving the resilience of the hospice
- High-quality data to drive informed decisions
- Effective management of our carbon footprint
- Delivered outstanding donor and retail experiences.

elite



Strategic Priority 3

Involve & Integrate



We will work in partnership with our community to help and equip them better to understand and support each other through life-limiting illnesses, as a compassionate community.

Why?

We need to increase the awareness and understanding of hospice and palliative care services to enable more people to access care and support; we need to increase the involvement and engagement from our community, to ensure the hospice is delivering the right services and support; we need to increase our brand awareness, reach, and support to improve income streams, ensuring the future sustainability of hospice services.

How?

We will shift our narrative, language and communications, focusing on much more than the “sad” perception of hospice care; we will ensure we have clear, consistent messaging, to improve public understanding, building support for our hospice; we will increase our community involvement and engagement, ensuring they have opportunity to shape and co-produce service developments; we will support patients, families and professionals with direct experience, to help make sure their stories and perspectives are heard and understood.

We will achieve this by

- Creating a service-based brand, that is recognised and valued within the community
- Developing and formalising our patient, carer and community engagement and co-production
- Becoming the charity of choice, by developing focused and impactful relationships
- Utilising and growing the value of our ‘shop fronts’
- Working with schools and colleges to inspire and educate our future workforce and donors.

Measures of success

By 2029, we will have:

- Increased the number of people accessing hospice services
- Established a compassionate community, that is aware of and supports each other, with compassion, togetherness and equity
- Increased relationships with businesses and corporate partners.

This house visually illustrates our Strategic Plan for 2024-2029. It shows the foundations/values we are built on and the pathway we will take to ensure we meet the challenges ahead.





Thank you

An annual operational delivery and resource plan will support this strategy. The plan will include key performance indicators (KPIs) to track progress against our priorities. The Leadership Team will monitor these KPIs and report progress and any risks to the Hospice Board of Trustees.

The strategy will also require continued support from our local communities, to raise the vital funds we need. We are incredibly grateful for all your ongoing support.

We would also like to thank everyone who has worked with us and contributed to the development of this strategy. We welcome your ongoing commitment to help us deliver our hospice vision.

How you can help

Raising money for a charity you believe in is one of the most fabulous feelings and we are here to assist however we can. We promise that if you fundraise for St Andrew's Hospice or Andy's, your donations will be used to provide comfort and compassionate care for people in our local community with a life-limiting illness, as well as providing support to their family.

We rely on the generosity of our local community to keep providing the excellent, specialised care we offer. Whether you are looking for a new challenge, have items you could donate or time you could offer us as a volunteer, your support makes an impact on local lives.

Get In Touch

Phone:

01472 350908

Email:

hello@standrewshospice.com

Website:

www.standrewshospice.com

**St Andrew's Hospice, Peaks Lane,
Grimsby, N E Lincolnshire, DN32 9RP.**

**Our reception is open 8am-8pm
weekdays, and 9am-5pm weekends.**





St Andrew's
Hospice
under one roof