



**St Helena Hospice**  
your time...your hospice

# Strategic Plan 2010-2015

St Helena Hospice is a company limited by guarantee. Charity number: 280919

## Contents:

Director's Welcome	page 3
Introduction	pages 4 5
What We Do	page 5
Catalysts for Change	page 6
Our Vision and Core Value	page 6
Our Strategic Goals and Plan	pages 7 8
Implementation and Evaluation	page 8
Key Achievements: Prior Strategic Plan 2009	page 9
Further Information	page 9



## Welcome from Rosy Stamp

### **Hospice Director**

As we approach the 25<sup>th</sup> anniversary of our opening it is a fitting time to review strategy and prepare St Helena for an exciting future. Our community has much to be proud of in the way it has developed and supported its Hospice over 25 years. We need to continue to be reflective and respond to external drivers in government strategy, quality measures, legislation and finance. In addition, developmental improvements in our services stem from patient feedback, audit, research and education. NHS commissioning will continuously shape services whilst growing public awareness and concern around end of life care at home mean that services in the community will be increasingly important.

Sustainable income depends not only on providing excellent quality services which are commissioned by the NHS, and on our local reputation, but also on the building of a spread of income streams. Sound financial management is a means of securing the future for St Helena.

We recognise that the quality of patient services relates directly to the practice of our staff and volunteer team. We want to be seen as an excellent employer so that we can continue to recruit, retain and develop an outstanding team of staff and volunteers.

We look forward to the next five years with confidence and determination.

A handwritten signature in black ink, appearing to read 'Rosy Stamp'.

**Rosy Stamp**  
Hospice Director

## Introduction to St Helena Hospice strategic plan 2010-2015

St Helena Hospice has supported local people in North-East Essex and part of Mid-Essex to cope with progressive incurable illness, death and bereavement since it first opened in 1985. The changing needs of patients and the development of standards and strategy have led to continuous review and development of services over twenty five years.

Medical care is changing and new drugs and treatments are continuously being developed. At St Helena Hospice, we want our patients and families to be actively involved in decisions and treatment as prioritising patients' needs is our optimum goal. In terms of end of life care, surveys inform us that most people would prefer to die at home with adequate support, or in specialist hospices like St Helena. However, in reality many people still die in busy hospital wards, or in casualty departments.

There is much to be done to improve the lives of patients with life-threatening illnesses and this strategy aims to address goals jointly raised by Government, our staff and volunteers, the patients themselves and our NHS colleagues, in continuing to provide better care for patients and families.

With growing public concern about the care delivered at the end of life, we know that we must do more to ensure that our services are widely known and easily accessible by patients so that more patients can be cared for in their homes.

We want to maintain and develop our high standards. By consulting widely in the past few years on our evolving ideas and on what is needed to raise our profile as a centre for excellence in Essex, we have set out five strategic goals for the next five years.

### These strategic goals are:

1. Improve existing patient services.
2. Develop new services for patients with incurable illnesses other than cancer.
3. Extend education and research in palliative care.
4. Establish new sources of funding.
5. Improve the working lives of our staff and volunteers.

Detailed plans and actions are being developed for each of these targets

We are aware that these strategic goals cannot be achieved on our own and as always, St Helena Hospice needs to work in partnership with NHS Commissioners and be ready to support the PCT and the acute hospital trust in meeting targets and bidding for development work where appropriate. The Hospice also relies on the generosity of the North and Mid Essex and wider community, our fundraising team and the thousands of volunteers who play a huge part in the achievement of our aspirations and the smooth running of the Hospice.

## What We Do

At St Helena Hospice we:

- Provide specialist palliative and end of life care for individuals diagnosed with life-limiting illnesses.
- Offer advice and support to all professional organisations involved in patients' palliative and end of life care;
- Offer training and education and conduct research in palliative care;
- Aim to improve the quality of life of patients rather than extending the amount of days they have to live with their incurable illnesses.

## What is Specialist Palliative Care?

It is the active holistic care of patients with advanced progressive illness. Management of pain and other symptoms and provision of psychological social and spiritual support is paramount. The goal of palliative care is the achievement of the best quality of life for patients and their families. Many aspects of palliative care are also applicable earlier in the course of the illness in conjunction with other treatments. 'Improving Supportive and Palliative Care for Adults with Cancer, NICE, March 2004'

Specialist palliative care differs from generalist supportive services in that it deals with complex physical, psycho-social, spiritual and bereavement issues. The services are provided by a multidisciplinary team with specialist skills and expertise that includes:

- Holistic specialist assessment, advice and care for patients and families in all care settings, including hospitals, community settings and residential homes.
- Specialist inpatient facilities for patients with complex problems who need the continuous support and care of the specialist palliative care team.
- Intensive co-ordinated home support for patients with complex needs who wish to stay at home.
  - This may involve the specialist palliative care service providing specialist advice alongside the patient's own doctor and district nurse, enabling the patient to stay in their own home.
  - Our palliative team also provides extended specialist palliative nursing, medical, social and emotional support and care in the patient's home. The 'Hospice at Home' service offers supportive care to patients at the end of life, enabling them to die at home if that is their preference.

- Day care facilities at St Helena Hospice offer a wide range of opportunities for assessment and review of patients' needs and enable the provision of physical, psychological and social interventions within a context of social interaction, support and friendship. We also offer creative and complementary therapies.
- Advice and support to all the people involved in a patient's care.
- Bereavement support services for children and adults affected by bereavement before and following the patient's death.
- Education and training in palliative and end of life care.

## Catalysts for Change

Government and NHS directives including the End of Life Care Strategy from the Department of Health and National Institute for Clinical Excellence (NICE) guidelines on 'Improving Supportive and Palliative Care for Adults with Cancer, have been taken into account in developing St Helena's strategic vision. We also work to respond to the changing needs and recommendations of patients and their families as well as members of our local community who volunteer for and support the Hospice.

## St Helena Vision and Core Values

### Our vision

- Our palliative care services will be flexible and responsive to the individual needs of people living in North-East and the Colne area of Mid-Essex, regardless of diagnosis, ethnicity, sexual orientation, faith or means. Services are founded on collaboration with service users, a wide range of stakeholders and funding partners.

### Our core values

- St Helena Hospice is dedicated to caring for individuals and families with life-threatening illnesses and ensuring that appropriate assessment and culturally sensitive holistic care will be provided by a team of competent, educated and experienced professionals to enhance patients' quality of life.
- We provide a working and learning environment which is conducive for all staff to feel safe and supported in delivering high quality care to patients and families.

## Our Strategic Goals and Plans

### Goal 1: Improve existing patient and family services.

#### In order to this we will

1. Collaborate with the PCTs to ensure appropriate end of life care at home in line with patient choice.
2. Comply with National Institute of Clinical Excellence Standards on Supportive and Palliative Care.
3. Develop a direct IT link to the NHS and Social Care networks.
4. Significantly increase home assessment visits and outpatient services.
5. Enhance the cultural awareness of holistic care provided within the Hospice so that patients' emotional, psychological, spiritual and physical supports are met accordingly.
6. As specialists continue to work with local NHS providers to influence Palliative Care within our locality.
7. Provide services for 16 & 17 year old patients.
8. Provide 3-4 day respite admissions with specific aims.

### Goal 2: Strengthen our services for patients with illnesses other than cancer.

#### In order to do this we will

1. Develop the skills of our staff to provide care for patients with non-malignant palliative care needs.
2. Collaborate with non-cancer clinical specialists.
3. Raise community awareness of our work with non-cancer patients

### Goal 3: Extend education and research in palliative care.

#### In order to do this we will

1. Achieve Practice Development Unit (PDU) accreditation, through Leeds University.
2. Expand internal education and training of staff in line with the findings of a training needs analysis.
3. Expand external education offered. This should include new partnerships.

## Goal 4: Ensure sustainable funding to meet service needs.

### In order to do this we will exceed running costs by:

1. Achieve preferred provider status.
2. Attract funding to provide new services.
3. Influence local and national dialogue in relation to future statutory funding.
4. Position the organisation to be charity of choice.
5. Extend the sources of sustainable funding streams.
6. Increase profitability from existing funding streams.

## Goal 5: Enhance the working lives of our staff and volunteers.

### In order to do this we will:

1. Develop internal communication that works well for staff and volunteers.
2. Review physical working conditions and improve these where necessary.
3. Develop as a learning organisation.
4. Ensure that our policy, practice and reward systems confirm St Helena as a good employer.

## Implementation and Evaluation

Accomplishment of some of these goals will only occur if we can generate additional funds.

We plan to review each of the goals annually as part of a staff, volunteer and user group consultation day and where necessary make changes. An annual report highlighting goals accomplished and amendments made to the strategic plan will be published on our website and the staff intranet.

## The impact of our services on patients and their families

"... the genuine care and compassion shown by all the staff was quite incredible and at one point when she was staying with you, the doctors saved her life and gave her a few more precious weeks and allowed her to go home to die which is what she wanted. She died peacefully with her family around her..."

"the Hospice at Home team is a very well kept secret...your ladies do an amazing job...once again we are so grateful for their care and compassion."

"...I must congratulate you and all your team of nurses on the wonderful work you do. Every one of the nurses was very kind to my father; in fact I think they all loved him. Dad himself could not stop thanking them; I am sure he felt very special. All this kindness certainly helped my partner and I...we were able to be by dad's side quite a lot more than if we had to look after him ourselves."

(Quotes taken from 'thank you' letters, 2009)

## Key achievements prior to strategic plan '09 (2005-2009)

### Care

- Hospice at Home service.
- Our Partnership (user) Group has become an established contributor to clinical governance, patient information and feedback and development plans.
- Through our partnership with Macmillan, the North Essex Lymphoedema Service has been set up .
- We have redesigned our hospice and nursing services in response to the growing needs of patients and families. Rehabilitation is now incorporated in the services provided at St Helena Hospice.
- Through our collaboration with the Primary Care Trusts and Colchester Hospitals University Foundation Trust, we have been successful in raising the profile of end of life care in North East Essex.

### Innovations

- Establishment of the 'Living with Incurable Illness Programme' (LIIP).
- Installation of our interactive white board and video conferencing system.
- Poetry Panel' in the inpatient unit.

### Funding

- We are pleased to announce that more people have been inspired to support our charity by giving up their time and cash donations.
- Our Midnight Walk fundraising event pledged us £150,000 in sponsorship money. This is an example of the great generosity and support of our community.

## Further Information

For more information about St Helena Hospice please visit our website ([www.sthelenahospice.org.uk](http://www.sthelenahospice.org.uk)), telephone or write to:

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