

# Strategic Plan 2011-2016

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

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## Welcome from Rosy Stamp

A successful organisation continuously reviews its strategy. Our community has much to be proud of in the way it has developed and supported its Hospice over a quarter of a century but in an ever-changing landscape 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. We must be ready for different ways of commissioning services and future changes in funding mechanisms. In this context we need not only to provide excellent services, but to be able to provide the evidence that we do so. 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 high 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.



**Rosy Stamp**  
Hospice Director  
2011

## Introduction to St Helena Hospice Strategic Plan 2011-16

St Helena Hospice has supported people in North East Essex and the Colne area 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 this time.

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

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. 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.

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.

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, which are available to all members of our staff and volunteer team, underpin 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 commissioners and other providers of health and social care.

The Hospice also relies on the generosity of the people of North and Mid Essex and the wider community, the work of 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.
- Work to improve the quality of life of patients rather than extending the amount of days they have to live with their illnesses.

## What is Specialist Palliative Care?

'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

It 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 include:

- 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 needing the continuous support and care of the specialist team.
- Intensive co-ordinated home support for patients with complex needs who wish to stay at home. This may involve providing specialist advice to the patient's own doctor and district nurse.
- 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 assessment and review of patients' needs and enable the provision of physical, spiritual, 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 before and following the patient's death.
- Education and training in palliative and end of life care.

## Reasons for change

We 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. 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 helped to shape St Helena's strategic vision.

## 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 interested parties 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.

## The Impact of Our Services on Patients and Their Families

'I cannot possibly thank you enough for the fantastic care and support that you have all given my husband. You have all surrounded him in a cocoon of love and care. I also want to thank you all so much for mopping up my tears and for advising and supporting me through what has been a very traumatic time for me. Thank you also for the laughs – so very important.'

'I have a wide experience of hospitals to such a degree it has resulted in my employment by a local university (as a NHS 'expert' patient.). This hospice is entitled to be very proud of its many achievements in providing such excellent staff and facilities.'

(Quote from a letter, 2011 and Patient Survey 2010)

# Our Strategic Goals

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

### In order to this we will

1. Collaborate with the Commissioners to ensure appropriate end of life care in line with patient choice.
2. Comply with national standards in Palliative and End of Life 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 awareness of holistic care provided by the Hospice.
6. As specialists continue to work with NHS and other partners to influence Palliative and End of Life care.
7. Develop 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 specialist palliative care for patients with illnesses other than cancer.
2. Collaborate with non-cancer clinical specialists in order to achieve this
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. Build the national and regional profile of St Helena education and research
3. Expand internal education and training of staff in line with the findings of a training needs analysis
4. Enable the delivery of excellence in specialist palliative and end of life care through internal education and training for all staff

## 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. Understanding service needs and attract funding to match as appropriate.
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.

## Key Achievements Prior to Strategic plan 2010

### Care

- We first launched our Hospice at Home service in our Tendring centre, Clacton as a direct response to what patients and carers shared with us; that is, wanting to be cared for in their own homes. We have since then expanded this service. It is now available to all individuals within the North East Essex and Colne area of Mid Essex community suffering from progressive incurable illnesses. Additional to this is the successful move of the Hospice at Home service from voluntary funding to a service level agreement with the Primary Care Trusts.
- Our Partnership (user) Group has become an established contributor to clinical governance, patient information and feedback and

development plans.

- Through our partnership with Macmillan Cancer Support the North Essex Lymphoedema Service has been set up enabling people with Lymphoedema to receive treatment from a specially qualified team.
- 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 and Mid Essex.

### **Innovations**

- Through our establishment of the 'Living with Illness Programme' (LIP) which runs throughout the year, we have been able to optimise patients' quality of life. By providing them with support on how to cope and manage their illness, family life as well as the emotional and financial strains that may arise following their diagnosis.
- The installation of our interactive white board has enabled us to explore various teaching techniques. Our video conferencing system has also greatly improved the communication between staff by removing the need to travel between sites for inter-site meetings.
- The Hospice has committed resources to working towards becoming a Practice Development Unit accredited by Leeds University. This encourages 'bottom up' celebration of good practice and implementation of new ideas.

### **Funding**

- More people have been inspired to support our charity by giving up their time and cash donations
- Our 2010 Midnight Walk fundraising event raised £200,000 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 and our strategic plans, please visit our website ([www.sthelenahospice.org.uk](http://www.sthelenahospice.org.uk)).or:

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