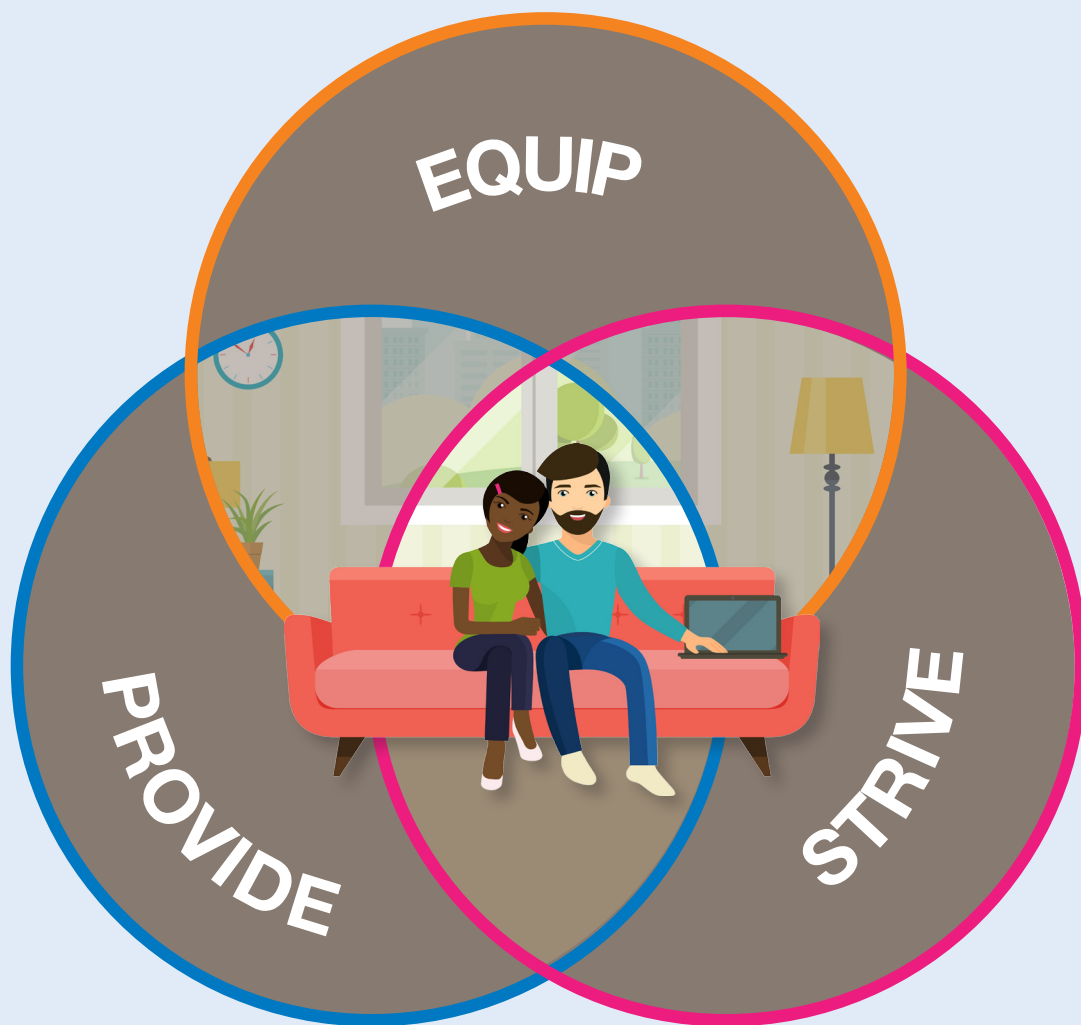


Strategic Plan 2019-2020

For everyone to matter in life and death



*because
you matter*

St Nicholas
Hospice Care

A Registered Charity No. 287773

Introduction

This strategy outlines the approach and direction we will be taking in 2019 - 2020 to deliver a new hospice model.

We identified three years ago that our current service model was not reaching everyone who needed our support in our community and would not cope with the increasing demand for our services. We embarked on an ambitious project to redesign our clinical service model to reach more people and ensure our charity remains financially sustainable, as well as update and improve our infrastructure and governance systems.

This strategic plan builds on that original ambition to redesign services and improve infrastructure and governance into a strategy that is relevant to all our people in delivering our vision. The direction outlined in this paper describes an ongoing organisational change programme.

This plan is underpinned by the financial strategy, which was agreed in January 2019. This new strategy ensures that we focus on financial sustainability over the longer term. This strategy will be achieved by making our current work more efficient whilst designing new ways of delivering our services, which could lead to new funding opportunities.

This strategy refers to all our people as specialists. This includes everyone from our catering team to our medical consultants. This is because our primary focus is to support those living with dying, death and grief, regardless of area of specialism.

This strategy will ensure that we:

- **Equip** everyone to live with dying, death and grief
- **Provide** direct support
- **Strive** for 'something better' through innovation

Through listening to people's experiences of dying, caring, death and grief, we have developed a new hospice model. This model shifts our main focus from directly providing services to equipping people in our community.

We will continue to follow the 'Listen, Learn, Adapt' method and will involve people, families, staff, volunteers and external stakeholders in the development of our model. Our people are core to the successful delivery of this strategy.



The new model will describe how we will equip everyone to live with dying, death and grief, provide direct support and strive for something better.

Equip everyone to live with dying, death and grief

The model will ensure that people:

- Can talk about dying, death and grief
- Are informed about and prepared for dying, caring, death and grief
- Have the skills to cope with dying, caring, death and grief
- Feel inspired to help people living with dying, caring, death and grief

We will measure success by:

- Using the Death Literacy Index Survey to understand how the ideas we test are improving how people: talk about; experience; are prepared for and able to help others in relation to dying, caring, death and grief
- Using technology to track how and how many people access our information
- Using interviews and focus groups to understand people's experiences.

This year we will continue to:

- Encourage people to support the Hospice
- Educate our community
- Facilitate community support groups
- Equip people to talk about death
- Equip people with legal and financial advice

This year we will test ideas to:

- Equip people to develop support networks, either individually or as a community
- Equip people with practical skills
- Equip young people to live with dying, death and grief

We recognise that each community, business, organisation, group, or health and social care institution is different. Therefore we will use an approach which is based on what is strong in a community, rather than what is wrong. This is known as an Asset Based Community Development approach.

Provide direct support

The model will ensure that:

- People living with dying, death and grief have access to hospice specialist support, wherever they are and whenever they need it
- Professionals supporting people living with dying, death and grief have access to advice and support

We will measure success by:

- Using demographic data to identify groups in our community that we are currently not reaching
- Seeing an increase in the support we provide to professionals and the quality of the outcomes of the advice provided

This year we will continue to provide:

- Bereavement support
- Emotional and spiritual support
- Therapeutic support groups
- Ways to support the Hospice
- Direct care

This year we will test ideas to:

- Provide a flexible service
- Use beds differently
- Provide new ways of offering advice



Strive for 'something better' through innovation

The model will ensure that:

- The charity is well run
- We make the most of donations and resources

We will measure success by:

- Identifying the governance requirements to effectively run the charity
- Monitoring our financial performance against the financial strategy and reserves corridor

We will continue to:

- Develop our people (to be their best)
- Embed a health and safety culture
- Improve our governance and financial framework
- Innovate our infrastructure
- Invest in technology

This year we will:

- Strive for new ways of working
- Strive to conduct research to influence others
- Strive to create new ways to support the hospice



Our people

Our aspiration:

- St Nicholas Hospice Care is recognised as a great place to work, to learn and to grow. A place where everyone matters, where everyone is encouraged, energised and enabled to play their part in delivering our vision.

Our aims are:

- To **equip** our people with the skills, knowledge, and tools to enable them to be the best they can be
- To **provide** a safe environment that fosters a culture of trust, transparency, curiosity and personal accountability. A contribution is valued and recognised
- To **strive** for something better at every opportunity and to lead through continuous improvement and innovation

The Pilot

If the evaluation of the pilot shows that it has successfully tested parts of the model, we will:

- Continue our work in Mildenhall after April 2019
- Use the evidence of the impact on the community to extend this work across our area for different communities

Conclusion

This paper outlines our strategy to implement a new hospice model.

- The model describes how we will equip, provide and strive in our community
- The strategy outlines existing work and new ideas
- The strategy details the new ideas which will be tested by December 2019

Key

Current

Future

