



St Teresa's
Hospice
Giving to life

Our 2020 Vision

Strategic Plan 2016-2020

St Teresa's Hospice Holistic Care Model

The Darlington & District Hospice Movement was founded in 1986.

It is a Registered Charity, now widely known as St Teresa's Hospice.

The palliative and end of life care we provide has been developed by listening to the needs of patients and carers.

We have grown from a small, home care volunteer team to a hospice which now supports the people of South Durham & North Yorkshire through a range of holistic day, home, inpatient, complementary therapy, and family support services.



Welcome to our Strategic Plan 2016-2020

This is a strategic plan with a difference – St Teresa's Hospice has been operational for over 30 years, and we have achieved such a lot, including at the time of writing (February 2016), our latest development of a purpose-built in patient unit, being something we could only dream about previously.

We are not planning any radical new developments...

We need to keep doing what we're doing well...

We need to make it sustainable...

And we will make sure we keep listening, so that people who need us can access our services...

This 2020 vision will illustrate how we continue to strive to achieve this.

Our Mission

The Hospice's fundamental mission does not change:

We strive to offer **CHOICE**:
Complete Holistic care,
Offered free of charge,
In the patients' Chosen Environment

Our Values

St Teresa's Hospice exists to help people suffering from life-limiting illness; we help patients to keep their dignity, which is paramount, we preserve patient choice, and we provide care and support for carers and other family members.

The organisation is an independent charity and fiercely preserves this status in order to be flexible to respond to areas of greatest need.

Free care is provided, through a range of services, to patients and to their primary carers; these services are built-up on the basis of patient need and choice, using a holistic approach.

Services are accessible to everyone in the community (regardless of race, creed/non-creed, sexual orientation, social standing, age, or financial status).

The Hospice team is a dedicated, skilled, eclectic mix of employed and voluntary people; all personnel are valued and supported to achieve hospice and personal goals.

People who work for the Hospice in any capacity are expected to demonstrate commitment to the cause, and to the attainment of our charitable objectives.

Putting things into Context...

Since the publication of our last strategy document, there have been some key developments – you know what they say “change is here to stay”! – No doubt, there will be other game-changing factors coming into play by 2020. Governments change, local Health & Social priorities change, National frameworks come and go, and not all of them impact in the way at first expected.

It is very important that responding to new developments remains a key part of our value-driven organisation; we do need to stay current and ensure that we learn from developments whether they are local, regional, countrywide or worldwide. We also need a common sense approach as we can be confident, after 30 years’ experience, that the Hospice’s holistic approach to Palliative

and End of Life Care, in the Hospice and in the Community, is the best solution for patients and families.

Putting this into context – here are some of the key guidance “drivers” we are working with at the time of putting the 2020 vision together:

- Ambitions for Palliative and End of Life Care – national framework
- Deciding Right
- One Chance to Get it Right
- The 6 C’s of Nursing
- A different ending – Addressing inequalities in end of life care (Care Quality Commission)
- Care Quality Commission Inspection Standards
- The Care Act 2014

The Hospice will continue to scan the horizon and cascade information, to ensure that we have a culture of continuous improvement and that we extend our reach as far as we can and should.

We will also continue to fiercely preserve our independent status as a charity, which enables us to prioritise, and often pioneer, care according to local need.



Defining What We Do...

What is Palliative Care / End of Life Care / Hospice Care / Supportive Care?

St Teresa's Hospice provides supportive, palliative care:

The terms palliative care, supportive care, end of life care, hospice care, are often used in our work - they can all fall under the broad descriptor of Palliative Care, defined here by NICE¹ as follows:

- Palliative care 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 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.

Palliative Care aims to:

- affirm life and regard dying as a normal process
- provide relief from pain and other distressing symptoms
- integrate the psychological and spiritual aspects of patient care
- offer a support system to help patients live as actively as possible until death
- offer a support system to help the family cope during the patient's illness and in their own bereavement

What Is Hospice Care?

Hospice UK²: describes Hospice Care as follows:

- Hospice care changes lives, offering quality care, dignity and compassion for people facing the end of their life.
- Hospice care improves the lives of people who have a life limiting or terminal illness. It helps them to live as actively as they can to the end of their lives, however long that may be. It not only takes care of people's physical needs, but looks after their emotional, spiritual and social needs as well. Hospice care also supports carers, family members and close friends, both during a person's illness and during bereavement. You may also hear it called palliative care.

St Teresa's Hospice – "Redefining Hope"

- It has been said that people who choose hospice care are not giving up hope; they are in fact redefining it.
- Although there may no longer be a possibility of curing their illness, hope can be redirected into mending and restoring relationships, spending quality time with loved ones and finding peace and comfort.
- Instead of talking about cure, hospice patients talk about being pain free or symptom free.
- The Hospice team helps people to live with their illness, in as much comfort as possible, and to have as much choice as possible in when and how they receive their care.

¹ The National Institute for Health and Care Excellence (NICE) provides national guidance and advice to improve health and social care.

² Hospice UK is the association for independent hospices; it is a registered charity which gives Hospices a national voice, working closely with its members to support their work and to advocate and raise awareness of hospice care.



What is the Point of a Strategic Plan?

The purpose of strategic planning is to set our overall goals and to develop ways to achieve them. This has involved stepping back from our day-to-day operations and asking where we are headed and what our priorities should be.

Our 3 Strategic Commitments:

After a period of consultation, prior to putting this plan together, we have identified 3 overarching strategic commitments to carry us into the next decade.

How to Achieve them?

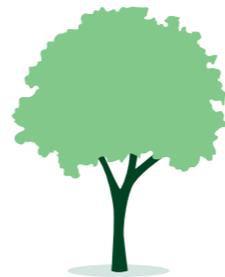
We will review and invest time and other resources in:

- Our Clinical Governance and Management Strategy
- Our People Strategy
- Our Service Promotion Strategy

We will do this to ensure that we keep a strong focus on the 3 commitments and that our direction is clear.



Our Commitments





Outstanding Palliative Care

2020 VISION: STRATEGIC COMMITMENT 1:

To Deliver the Highest Quality Palliative and End of Life Care Services to All

The work of the Hospice is inspired by the needs of people with a palliative or life limiting illness and the needs of their carers and families, regardless of diagnosis. We aspire to deliver the highest possible, safe and effective care to meet these needs; by the right person at the right time, and by providing choice, flexibility and an excellent experience for everyone using our services.

At the Hospice we strive to embed a culture of continuous improvement, and much is to be done not only to maintain our exceptionally high standards today, but to keep moving forwards, being innovative and developing our services so that we can meet needs of an ever-changing population demographic.

Our Goals:

We will continue to provide and develop our range of services to improve access and patient choice, ensuring all those who need it are offered palliative and end of life care which is compassionate, responsive, holistic and person-centred

We will do this by:

- establishing our new, purpose built In Patient Unit designed to meet the needs of the population, as identified in our local population-based needs assessment
- ensuring that Day Hospice services are shaped in response to patient feedback, offering a broad range of services and clinics, with flexibility to meet needs of patients with life limiting illnesses, in the context of changing population demographics
- supporting patients in the community by developing Community Hospice Services, enabling delivery of a broad range of hospice services in the patient's home, wherever that may be
- providing a Family Support service to support patients and carers in the whole community and providing Education about palliative and end of life care

We will deliver the highest quality of care, by the right person at the right time

We will do this by:

- developing our clinical leadership, to ensure staff will have excellent support to deliver high quality services which are grounded in compassion, dignity and respect
- ensuring access to a multidisciplinary team with optimum skill mix and staff ratios
- ensuring the volunteer workforce has training appropriate to the area in which they are supporting staff, patients and carers
- developing partnerships with other agencies where possible, to achieve seamless care and innovation in care delivery

We will deliver Safe, Clinically Effective Care

We will do this by:

- embedding a strong clinical risk management and governance framework throughout our organisation, ensuring staff work within a culture of service improvement, clinical effectiveness, audit and research
- demonstrating beneficial outcomes by measurements of our work and its cost effectiveness so that we can offer our expertise, within the constantly changing landscape
- being responsive to our community, identifying gaps in service delivery and working with partners as appropriate to support patients

2020 VISION: STRATEGIC COMMITMENT 2: To Embed Good Governance

What Is Governance?

- Corporate governance is the system of rules, practices and processes by which a company is directed and controlled.
- Clinical governance is a systematic approach to maintaining and improving the quality of patient care within a health system.

Our Goals:

We will protect and assure our future by sound governance and business practice. We will exercise our functions effectively, efficiently and economically thus ensuring improvement in the quality of services to the local population whilst maintaining value for money.

We are committed to this through:

- Our Ethos
- Understanding and complying with all applicable regulations
- Building upon existing clinical governance, ensuring delivery of highest quality services
- Ensuring we have an appropriate clinical governance strategy, incorporating the seven pillars of clinical governance ³

Building upon existing information governance

- To support the organisation's immediate and future regulatory, legal, risk, environmental and operational requirements
- Seeking and implementing innovative IT & Information System solutions leading to improved patient care
- Having good communications around data gathered to action plan for continuous service improvement

Ensuring transparent financial management of the charity

- Robust financial procedures and controls in place to minimise risk of abuse
- Effective financial management and financial planning arrangements

Continually strengthening the leadership team

- Continue with the Board Development programme
- Establish and review SMT ⁴ and GMT ⁵
- Talent spot for succession planning

Building upon our culture and practice of measurement and evaluation

- We will ensure that effective opportunities for collecting and acting on feedback from all stakeholders are in place
- We will develop processes designed to monitor, measure and evaluate performance
- We will develop our audit systems - both outcome-based and operational

Good Governance

³ There are Seven Pillars of Clinical Governance- i.e. areas of activity which are used to make sure we deliver the highest quality care to our service users - these are: Education & Training; Clinical Audit; Clinical Effectiveness; Research and Development; Openness; Risk Management; Information Management

⁴ SMT is the Strategic Management Team (of Senior Managers)

⁵ GMT is our General Management Team (of Department Heads)



2020 VISION: STRATEGIC COMMITMENT 3:

We will ensure that we REACH as many people as possible:

We will increase awareness of the Hospice's services, in order to:

- make our services accessible to as many people as possible
- influence provision of palliative & end of life services, locally and regionally
- promote the Hospice as a centre of excellence, to increase public and professionals' perception of what hospices do and the breadth of what we can offer
- ensure we have the supporter base and income to provide sustainable services

Our Goals:

Make our services accessible to as many people as possible:

- to develop and extend Core Services to REACH new groups by:
 - exploring transitional care
 - exploring the needs of people with learning disabilities
 - exploring and identifying the Hospice's role in providing for palliative and end of life patients with dementia
 - offering satellite services outside of Darlington where possible
- to consider patients' needs for all relevant conditions by:
 - developing our workforce to understand the variety and complexity of different conditions
 - making proactive, relevant, targeted approaches to specialist practitioners and relevant support groups

- to ensure our REACH extends to people in all cultures by:

- developing our workforce to understand equality & diversity, ensuring consideration and respect for different cultures
- engaging with different cultural groups

Influence provision of palliative & end of life services locally and regionally:

- we will engage with commissioners and other providers to:
 - influence strategy in Co Durham & Darlington CCG, via membership of CCG work groups
 - influence local strategy via participation on the health & wellbeing and other relevant committees
 - we will work with other voluntary and private sector providers to ensure seamless services without duplication
 - we will develop a research culture within our organisation to facilitate innovation, evaluation and continuous improvement

Promote the Hospice as a centre of excellence to increase public and professionals' perception of what hospices do & the breadth of what we can offer; and ensure we have the supporter base and income to provide sustainable services:

- we will deliver education to other healthcare providers in order to improve the REACH of palliative and end of life care, we will:
 - work with local Universities and HENE (Health Education NE) to further promote understanding of the role of Hospices
 - horizon-scan to identify current and future education needs (internal & external)
 - work with other agencies to develop appropriate education programmes
 - offer education programmes that are relevant and timely
- we will develop our hospice workforce to a high level of excellence by:
 - exceeding minimum standards (as set by CQC etc.) so that our standards of care are seen as something to be aspired to

- we will listen to our workforce and all our service users and devise an informed, clear public relations and marketing strategy
- we will galvanize the Hospice Team, working with all departments and facilitating:
 - exhibitions, events & out-reach activities
- we will create awareness and ensure consistent messages throughout the organisation for:
 - new services, existing services, planned service developments
 - volunteering needs
 - fundraising needs
- we will celebrate success by:
 - improving quality assurance systems so that we can evidence our excellent care
 - publicising innovative practices



Extending Reach



How will we make sure we achieve the commitments in our 2020 Vision?

To achieve the goals outlined above, we will need to make sure that we have a number of effective strategies to provide a strong base.

The Hospice's continuing goals outlined in this 2020 vision will influence our future pattern of service and each department of the Hospice will develop elements as relevant via the following mechanisms:

Our People strategy

Enabling excellent care through:

- strong clinical leadership
- staff & volunteer workforce development
- developing partnerships

Our Clinical Governance Strategy

Enabling safe, effective, well-led, caring and responsive hospice services through:

- crystal clear clinical governance framework
- strong clinical risk management
- audit and research to improve practice
- measuring outcomes to demonstrate high care standards
- measuring impact to ensure we make a difference

Our Management Strategy

Enabling a sustainable well-managed and effective business through:

- good governance – business plan, effective finance management and income generation strategy,

- effective risk management
- cost effectiveness and sustainability embedded, and space included for innovation

Our Service Promotion Strategy

Enabling the Hospice's reach to be extended:

- geographically
- to disease-specific groups (it's not just cancer)
- through awareness raising particularly with gatekeepers (e.g. GPs, District Nurses, Specialist Nurses) to ensure maximum accessibility and benefit
- through considering inclusivity - to ensure we reflect our community

We can see clearly now! - Who will deliver the Vision?

The Board and Senior Management Team will ensure that this vision, which has been put together following a 2 year process of consultation, will be shared with every single member of our workforce.

Every member of the Hospice staff and volunteer team has a part to play.

During 2016/17 a fundamental review will enable all services to evaluate and compare where they are against our 3 Strategic Commitments.

The Board and Senior Managers will have clear responsibilities to drive the fundamental review, and to develop and implement action plans, in order to deliver our vision of excellent patient care.

Communicate our Strategic Commitments.

Ensure we have clear departmental and individual objectives and operational plans to support them.

Re-visit the objectives regularly - make them part of our language!

Report, evaluate, and refine as necessary... measure the impact and communicate.





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