



**East Cheshire  
Hospice**

*Where people come to live*

# **Strategic Aims 2019-2022 & Annual Delivery Plan**

## Our Mission and CARE Values and Principles

### Our Mission

To provide or facilitate the highest quality care and support to the people we serve

## C

# ompassion

We put our patients, their families and carers at the centre of everything we do, acting always with care and compassion

## A

# ssociation

We will work in partnership and collaboration, forming productive alliances in the interests of our patients

## R

# esourcefulness

We will make the best use of our resources, ensuring that income from our communities is directly channelled into the care and support for patients and their families

## E

# xcellence

We will invest in learning and development for our staff and volunteers - striving for excellence in all we do

### Strategic Alignment

Our strategy has been influenced by our patient and family feedback, research into local health and social care need and trend analysis of 'consumer behaviour' in the health arena. It is designed to fit with the six ambitions in the National Framework for Palliative Care and informed locally by the Joint Strategic Needs Assessment for Cheshire East. We have also engaged with our patients and families, supporters, colleagues, partners and collaborators as well as people in the wider community who have the potential to become stakeholders in the future.

Developed to run over a three-year rolling period, we will support the delivery of our strategic priority and seek to address key high-level risks by:

1. monitoring and reviewing our in-year projects and delivering change and continuous improvement programmes to keep our work relevant to our community
2. creating a detailed annual delivery plan for the year ahead (see pages 3-8)
3. setting key performance indicators and operational standards as well as managing risks with appropriate and timely mitigation without stifling innovation and progress
4. anticipating opportunities and challenges for the year beyond

## Our Vision

Within the next decade, East Cheshire Hospice will be at the centre of a whole-system solution delivering or facilitating high quality, seamless, co-ordinated end of life care to people affected by life limiting illness ensuring they are prepared, supported and cared for in a place of their choosing and with the minimum of stress and anxiety.

## Strategic Priority 2019-2022

To provide and expand the availability of high quality, compassionate and co-ordinated palliative and end of life care and spiritual support that gives patients and families real choice and control and meets the future needs of the communities we serve.

## Annual Delivery Plan for 2019-2020

In order to deliver our priority in the most efficient way, we have divided our activity into a series of change and continuous improvement programmes and/or key in-year projects which are underpinned by four broad **enabling strategies**:

- 1. To be a listening and learning organisation**  
This strategy will harness our skills and technologies to gather the views and experiences of our patients and families, colleagues and collaborators and our faith and community groups and wider public to better inform our service delivery.
- 2. To be open and effective collaborators and partners**  
We recognise that to provide high quality, appropriate and timely end of life care, spiritual and psychological support to the people of East Cheshire we will need to work in partnership, co-ordinating the resources of the local health and social care economy including the skills, time and talents of the whole community.
- 3. To efficiently and prudently manage our resources**  
We carry the burden of responsibility knowing that our income and facilities are predominately supplied voluntarily by the community we serve, who entrust us to deliver on our mission to provide and facilitate the highest quality end of life care and support.
- 4. To deliver high quality care through effective and efficient services**  
Listening to our stakeholders and developing our services in line with their changing needs we will continuously improve what we do to ensure the people of East Cheshire will always receive the best possible care and compassion at the end of life.

## Change programmes

Key projects for 2019/20 relating to change programmes are denoted in **bold text**

### Dementia Services

Through listening to what our community needs, we will increase the availability and effectiveness of our dementia services by introducing an Admiral Nurse into our Sunflower Wellbeing Centre.

### Hospice @Home

Building on the success of this innovative service introduced in 2017, we seek to increase access to meet the growing demand for end of life care in patient's usual place of residence through mix of rapid response support and planned care delivered by well trained, supportive and compassionate teams.

### Sunflower Wellbeing Centre

Under new a leadership framework we will continue to develop nurse- and healthcare professional-led programmes which alleviate symptoms, impart the skills to self-manage conditions and improve the quality of life for patients, their carers and families.

### In Patient Care

Working with our colleagues across the health economy, we will adapt our inpatient services to meet the prevailing need, ensuring that anyone who meets our criteria for referral and whose circumstance would be improved by our care can access it when required.

### Partnerships

We will strengthen existing and create new partnerships with statutory agencies, Cheshire hospices, companies and other third sector organisations to ensure the best value can be obtained from our collective resources and support **End of Life Community Care Co-ordination**. We will seek to establish ECH as a lead partner in the newly formed Eastern Cheshire end of life care hub

### Facilities Re-development

We will **develop plans to refurbish and extend our existing building** to meet growing demand for services and community engagement, these plans will include:

- upgrading our 30-year-old kitchen facility to meet the needs of more patients, volunteers and staff and give us capacity to cater for additional community groups, projects and training courses as well as multi-disciplinary healthcare meetings
- create a bespoke spiritual space that is a sanctuary for those of all faiths or none
- We will expand our office space to accommodate a co-ordination centre for all end of life specialist and social care for our area
- We will do this by raising the additional funds required to complete the work without jeopardising existing services or the future financial stability of the charity.

## Continuous improvement programmes

Key projects for 2019/20 relating to improvement programmes are denoted in **bold text**

### Delivery of responsive, effective, safe and caring services

- We will ensure hydration and nutrition are a top priority to assist the wellbeing of our patients
- We will provide a holistic service to our patients and families, meeting not only their care needs but their spiritual and psychological needs too.
- We will **adapt services to meet the personalisation agenda** and review the services which are no longer meeting the needs of the people we serve
- We will work with partners to improve **Patient Transport** both into and from the Hospice to the patient's chosen place of care
- We will develop our use of OACC and IPOS tools to measure the impact our care has on our patients and inform future service innovation
- We will ensure our staff and volunteers are well-trained, motivated and given the appropriate time to provide the best possible palliative care
- We will allocate and maintain to the highest standard the facilities and resources necessary to ensure outstanding care can be delivered when and where it is needed

### People development

- We will **develop and grow our workforce of volunteers and staff** by providing them with opportunities as individuals and as professionals by allocating the required resources and looking after their wellbeing

### Engagement and Insights

- We will improve communication channels to increase **patient and community engagement** and to strengthen our ability to collect, review and respond to detailed feedback gleaned from anyone who interacts with our organisation in whatever capacity
- We will continue to foster an organisational culture of openness and transparency, where every incident is reported and viewed as an opportunity to improve and followed up with supportive and encouraging line management
- We will have timely and insightful data from patient, carer, healthcare professional and donor about the use of our resources so that we make agile and appropriate decisions that achieve better outcomes for our community

### Research and Development

- We will build on our commissioned research carried out by Liverpool University to further improve, increase access and integrate our Hospice @Home service into the local health and social care system. This will enable us to work in new ways with partners to support more people to remain in their own homes at the end of life, if that is their choice.
- We will test the efficacy of new technology such as **Immersive Reality** on reducing anxiety and improving the wellbeing of patients with Dementia and as a symptom management therapy for wider disease groups.
- We will continue to review local health data, monitor usage of our existing services and be agile enough to make changes swiftly to ensure our offer is consistently meeting the needs of our communities.

- We will develop child and adult bereavement services to meet growing demand
- We will extend our dementia services to support more patients and families by introducing a specialist Admiral dementia nurse resource to our Sunflower Wellbeing and Outpatients' facility
- We will offer our community well-supported and rewarding volunteer opportunities
- We will seek to reduce the crisis in nurse shortages by providing career advancement opportunities for colleagues who wish to obtain nursing qualifications

### **Generate sustainable income**

- We will invest in and expand our retail offering into more towns and villages, to increase engagement within wider community whilst also providing a **sustainable and independent income source**. Future retail premises will also be used as potential places of outreach care and community activities
- We will **develop a strategy to sustain legacy giving** and increase understanding and awareness of how to participate in this vital funding stream for future years
- With the assistance of our Ambassador Group, we will increase the number of patients and the time we can spend with them delivering hospice care in the home
- We will develop and launch a capital appeal to fund our plans to open up our facilities to community and faith groups, healthcare professionals and life-long learners

### **Innovating and sharing best practice**

- We will enter into formal partnerships with our colleagues in the third and statutory sectors across our local health economy so that our combined resources can deliver more benefits to patients and families in their own homes than the sum of all the parts.
- We will share our expertise in palliative care with our partners in care homes (including rotating staff in both settings), and with healthcare professionals to increase awareness and confidence in giving high quality end of life care.
- We will raise awareness of Advanced Care Planning so that our community is better prepared and fully informed to take the necessary decisions at end of life
- We will bring end of life care out of the shadows so that our local population has the resilience and confidence to better support family, friends and neighbours – supporting the local drive to create compassionate communities.

### **Governance and support services**

- We will spend the 80% of our time, which is not devoted to change programmes, developing and improving our 14 separate palliative and end of life care services to the patients and families who require our support.
- We will be safe and responsive in our practice, caring and compassionate in our delivery and effective and rigorous in our leadership and oversight.
- We will research and upgrade our financial accounting system to maintain **Accounting Compliance in the digital age** and allow us to continue to be open and transparent in our practice, ensuring we comply with future financial regulation.

## Key projects for 2019/20

Area of Impact	Project title and descriptor
Services	<b>Adapt services to support personalisation agenda</b> Review and scope changes to our service provision to meet with changes to the personalisation agenda
Services	<b>End of Life Community Care Co-ordination</b> Establish our role within the community-led programme, ostensibly through the development of Hospice @Home, progressing to a lead contractor
Services	<b>Immersive Reality; technology impact study on patient wellbeing</b> An academic study into the impact of Immersive Reality on pain and anxiety management in EoL patients
Services	<b>Development of Building Refurbishment Plans</b> A project to improve our facilities to make them more accessible to community groups and learning providers
Services	<b>Patient Transport</b> Review of new ambulance service to assist timely and efficient patient transfers
Workforce	<b>Workforce Development</b> Create an effective programme to develop and grow volunteers and staff to ensure we have the right people in the right place with the right skills to meet the future needs of patients and families in our community
Governance	<b>Digital Accounting Compliance</b> Purchase and integrate a new accounting system that is fit for purpose now and in the future
Governance	<b>Patient and Community Engagement (PaCE)</b> Design and implement a formal engagement programme to facilitate feedback from patients & families, colleagues & collaborators and the wider community
Income Generation	<b>Legacy Programme</b> Developing and sustaining legacy income through an impact awareness campaign and knowledge sharing
Income Generation	<b>Income Generation sustainability strategy</b> Develop a prudent income generation strategy that includes retail, lottery and fundraising to grow income in line with costs

**East Cheshire Hospice – Plan on a Page 2019/20**

<b>Vision</b>	Within the next decade, East Cheshire Hospice will be at the centre of a whole-system solution delivering or facilitating high quality, seamless, co-ordinated end of life care to people affected by life limiting illness ensuring they are prepared, supported and cared for in a place of their choosing and with the minimum of stress and anxiety.
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<b>Strategic Priority 2019-22</b>	In line with national frameworks, provide and expand the availability of high quality, compassionate and co-ordinated palliative and end of life care that gives patients and families real choice and control and meets the future needs of the communities we serve.
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<b>Enabling Strategies (ES)</b>	<b>1</b> Listening and learning organisation	<b>2</b> Open and effective collaborators and partners	<b>3</b> Efficiently and prudently manage our resources	<b>4</b> Deliver high quality care through effective and efficient services
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Change Programmes	Dementia Services	Hospice @Home	Sunflower Wellbeing Centre	In Patient Care	Partnerships	Facilities re-development
<b>Programme aim</b>	To increase the availability and effectiveness of all our existing dementia services, launch new services and improve the 'dementia-friendliness' of our organisation as a whole	To increase access to meet the growing demand for palliative care at home and to fully integrate the service into a whole system solution in Eastern Cheshire	To establish a new leadership structure, increase access to HCP services and adapt the programme offering to meet patient and carer needs	To better reflect in our service model the more complex needs of patients in later phases of illness and to adapt to meet the prevailing community need	To create effective partnerships & networks that mutually assist the delivery or facilitation of high-quality, co-ordinated EoL care for everyone	To refurbish our catering, training and meeting spaces and create a bespoke spiritual sanctuary to make ECH more accessible to the wider community
<b>Link to strategic priority</b>	Expansion of high quality, dementia care	Preparation to be the centre for integrated care	Expansion of our community provision offer	Provision of choice for patients who want/need specialist or EoL care	To aid the cohesion of myriad organisations to deliver co-ordinated care	Meeting the future needs of our community
<b>Link to enabling strategy</b>	<b>ES 1, 2, 3 and 4</b>	<b>ES 1, 2, 3 and 4</b>	<b>ES 1, 3 and 4</b>	<b>ES 1, 2, 3 and 4</b>	<b>ES 1, 2 and 4</b>	<b>ES 1, 2, 3 and 4</b>

Continuous improvement programmes	Engagement and Insight	Research and development	Delivery of responsive, effective, safe and caring services	People development	Generate sustainable income	Innovation and sharing best practice	Governance and support services
<b>Programme objective</b>	To listen to our patients, families, colleagues, partners and our community to identify need and inform decisions	To innovate using a test and learn, peer reviewed process to provide solutions to unmet need	To continuously review, adapt and change where necessary our care practice, spiritual and psychological support to meet demand and emerging needs	To remove barriers & provide opportunities for staff, volunteers & partners to develop their skills and progress their career	To maximise opportunities to develop our income streams to sustain services for the benefit of our community	To be creative in our problem solving, brave in our delivery and be generous in sharing our learning	To continuously improve & monitor our operating procedures in Governance, IT, Finance, HR and Hospitality
<b>Link to strategic priority</b>	Extending our feedback and insight channels & processes	Improving the quality of new initiatives	Delivery of high quality and compassionate end of life care	Competent and effective people with the time & skills to care	Prudent management of our finances and resources	Improving services and increase skills and competences	Provision of safe and sustainable services
<b>Link to enabling strategy</b>	<b>ES 1, 2, 3 and 4</b>	<b>ES 1, 2 and 4</b>	<b>ES 1, 3 and 4</b>	<b>ES 1, 2, 3 and 4</b>	<b>ES 1, 2, 3 and 4</b>	<b>ES 1, 2, 3 and 4</b>	<b>ES 3 and 4</b>

<b>Key projects 2019/20</b>	<b>Adapt services to support personalisation agenda</b> to better meet prevailing need <b>ES 1, 2, 3 and 4</b>	<b>Patient &amp; community engagement</b> Identify need and drive service development <b>ES 1 and 4</b>	<b>Workforce Development</b> Create an effective plan to develop and grow volunteers and staff <b>ES 1, 2, 3 and 4</b>	<b>Patient Transport</b> Work with partners to affect smooth and timely patient transfers <b>ES 1, 2 and 4</b>	<b>Community Care Co-ordination</b> Establish ECH as a lead in Eastern Cheshire EoL Care Hub <b>ES 1, 2, 3 and 4</b>
	<b>Immersive Reality</b> technology impact study on patient wellbeing <b>ES 1</b>	<b>Develop legacy giving</b> to sustain services in the future <b>ES 3</b>	<b>Income Generation sustainability</b> Develop a strategy to match income to costs <b>ES 1, 2, 3 and 4</b>	<b>Development of refurbishment plans</b> Feasibility, design and planning <b>ES 1, 2, 3 and 4</b>	<b>Digital Accounting Compliance</b> ensure we have appropriate technologies <b>ES 3</b>

