



# Business Plan 2021 - 2022



## Our Mission

Compassionate, personalised and holistic care for everyone in our community living with a terminal illness, and for those important to them.

[www.hospiceintheweald.org.uk](http://www.hospiceintheweald.org.uk)

Registered Charity No. 280276 • Company No. 1499846



# Introduction

Welcome to our **Business Plan** for **2021-2022**. Usually we set 3-year strategies, however coming out of the global COVID-19 pandemic, with continuing significant uncertainty, it seems more appropriate to produce this 1-year Business Plan which is in a different format to usual, this is deliberate and provides greater flexibility in a time of considerable continuing uncertainty. We will look to produce a **3-year Strategy** again for **2022-2025**.

In this document we have set out our mission (page 3), our values (page 7), our strategic aims and we will deliver them in this year.

Alongside this there will also be much day-to-day work which will be focused around three key themes: **A, B, C**.

## Key themes for 2021 - 2022

### A: Meeting more unmet need

Our mission states that we will care for **everyone** in our community living with a terminal illness. This reminds us that we will always strive to support more people and meet more unmet need.

This theme also relates to our culture of **empowerment**; terminal illness is a disempowering and often very scary experience for patients and those important to them. But with the right support, this can be different. We will continue working to reach more people in our local community who are in the last year of life. By reaching more people earlier, we can empower them to access the best possible Hospice Palliative care in the way that suits them.

We have demonstrated 'the numbers' relating to unmet need in previous strategies, but it is not just these numbers which drive us. Facing terminal illness is one of the most difficult things a person can experience, and everyone at Hospice in the Weald is **committed to ensuring that nobody in our local community goes through it alone**.

### B: Ensuring patients & those important to them see our full range of Services

We often talk about the importance of the **individualised** nature of Hospice care. Every patient and their family will have a different experience of terminal illness, based on a multitude of factors: their age, stage in life, family and work commitments, symptoms, living arrangements, and so much more.

Our Services offer a vast array of ways in which we **support and care for patients and those important to them**. This allows patients and their families to choose the support they need, making their care truly individualised.





Hospice care is often misunderstood, and it can be overwhelming for patients to see the breadth of support that they can access. From in-patient care, Hospice appointments or visits at home, Counselling Support, physiotherapy, to well-being therapies such as reiki and reflexology, it can be difficult for patients and those important to them to know what might help them most.

We will work to make our services easier to understand and increasingly accessible, so that patients and their loved ones see the breadth of support and Services available to them, empowering individuals to make choices which are right for them.

## C: Digital transformation

The COVID pandemic has caused accelerated adoption of digital ways of working across the UK, and within Hospice in the Weald. We have made use of video calls to deliver Hospice Appointments for patients & those important to them, counselling sessions, and meetings for staff and volunteers.

We have redeveloped our website and will use this as a platform to introduce new technologies which will increase ease of access to our Services; improve information sharing between family members, and help our staff and volunteers work more efficiently so they can spend more time with patients.

This theme is about taking the opportunity for continued digital development, to ensure we are using systems which will stand the test of time and offering digital options to our patients now and in the future.

## Our Mission

In 2019 we reviewed and updated our mission, culture, values and strategic aims. These four tenets, along with our strapline: **‘Celebrating Life, Dignifying Death’**, form the bedrock of our approach to strategy and business planning.

### **Compassionate, personalised and holistic care for everyone in our community living with a terminal illness, and for those important to them**

Our mission describes what we do. It underpins all actions that our staff and volunteers take across the organisation, and it is at the core of everything you will read in this Business Plan.



### **Our Strapline: Celebrating Life, Dignifying Death**

Most people recognise that Hospices are about Dignifying Death. We strive to ensure all our patients have a good death, and dignity is central to that.

However, fewer people recognise that Hospice in the Weald is also about Celebrating Life. Through our range of services we support and empower people to live every day whilst they are dying. We want to provide everyone in our community living with a terminal illness the opportunity to get the best out of the next year of their life.







# Our Values

Our Values offer a roadmap for achieving our strategic aims through day-to-day interactions between colleagues as well as patients, and those important to them.

Together with our culture of empowerment, our Values make it clear how we will behave and treat one another.





## Our Culture: Empowerment

The culture of an organisation is its personality and character. Organisational culture is made up of shared values, beliefs and assumptions about how people should behave and interact. In simple terms: 'the way things are done around here'.

The Hospice Leadership Team has resolved to have a **culture of empowerment** at Hospice in the Weald.

**Having a culture of empowerment means working in a way that encourages all people to develop and become more capable and more confident. This culture is for everyone: patients, those important to them, staff and volunteers.**

For patients and those important to them, this may involve becoming more capable and more confident in setting their own goals and achieving them, with the help of our workforce and our Services.

Staff and volunteers are encouraged to identify gaps in their knowledge, skills and abilities, and to address those gaps. We are committed to the provision of training and development opportunities as part of this culture.

# Strategic Aims

Our Strategic Aims represent the long-term goals which we want to achieve through this Business Plan and successive strategies. Here we have set out how we will deliver these strategic aims in this year.

**Develop and deliver our services so that each year we reach more people who are in the last year of their life, and those important to them.**

- Strive to meet more unmet need and provide care to 1,825 new families.
- Review our Hospice Day Service (HDS) provision, providing a virtual service throughout most of 2021, ahead of launching a repackaged offer in early 2022. This will include looking at how to make best use of the physical space for providing Hospice Day Service.
- Seek greater input from patients and those important to inform and improve service delivery & quality.
- Refurbish the kitchen on the In-Patient Ward and improve the food offer for patients and those important to them.

**Provide a fully integrated 24/7 Hospice Palliative Care service that is available equally across the communities we serve.**

- Expand our existing telephone support service so that more patients and those important to them are able to access our care 24 hours a day, 7 days a week. By end of January 2022 anyone will be able to pick up the telephone and speak to a member of our team anytime, day or night.
- Develop an online 'help hub' of resources, providing patients and those important with access to robust and reliable advice and information 24/7.
- Map flows of information across the organisation and establish a robust data architecture, leading to better informed service design and interventions.

**Be a leader in Hospice Palliative Care and End of Life Care. Collaborating with other relevant organisations for this purpose, where appropriate.**

- Work with Kent and Medway CCG as a key member of the project group to implement ReSPECT and ACP (Advance Care Planning).
- Work in partnership with existing organisations to develop a Children and young people's Hospice at Home service in West Kent and East Sussex.



### **Improve our infrastructure to build organisational resilience and develop our whole workforce to deliver high quality service.**

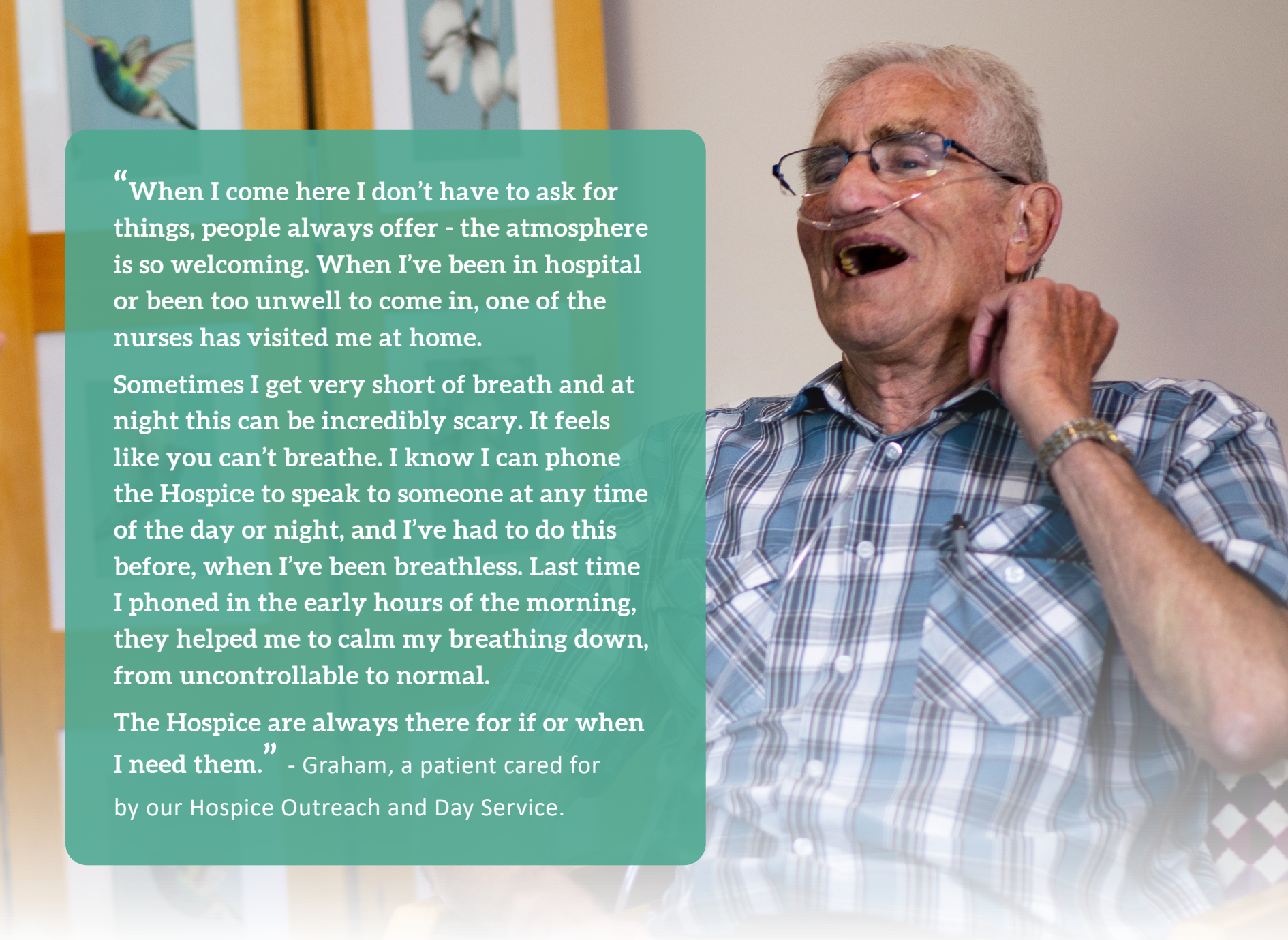
- Overhaul the systems we use for rota planning, to have a system which is easier to use and more efficient. Introduce technologies throughout our care services to increase the efficiency of processes and improve communications.
- Review our ICT hardware to ensure best fit for purpose, update our server operating system, and improve the resilience of our telephony system.
- Modernise our Personnel software and empower managers through greater use of self-service suites.
- Replace ageing till system in our shops and improve efficiencies within our furniture collection services.
- Undertake workforce planning to ensure that we have the right people - with the right skills in the right places at the right time.

### **Build our financial strength so that everyone in the community we serve can be confident that Hospice in the Weald will always be available to care for them and their loved ones at end of life.**

- Ensure continuing value for money and go out to tender for financial audit services, insurance and pharmacy services.
- Introduce new software to develop existing fundraising income streams. Making it easier for supporters to organise and be in control of their own fundraising.

### **Raise awareness of the importance of good Hospice Palliative Care, so that people living in the communities we serve have the best opportunities to celebrate their lives and die with dignity.**

- Raise awareness of the Cottage Hospice service and encourage people from right across the communities we serve to access the benefits which this service can offer.
- Share the stories of people with real lived experience of our Hospice care and encourage others to engage with conversations about death and dying.
- Help people to better understand the services we provide.



“When I come here I don’t have to ask for things, people always offer - the atmosphere is so welcoming. When I’ve been in hospital or been too unwell to come in, one of the nurses has visited me at home.

Sometimes I get very short of breath and at night this can be incredibly scary. It feels like you can’t breathe. I know I can phone the Hospice to speak to someone at any time of the day or night, and I’ve had to do this before, when I’ve been breathless. Last time I phoned in the early hours of the morning, they helped me to calm my breathing down, from uncontrollable to normal.

The Hospice are always there for if or when I need them.” - Graham, a patient cared for by our Hospice Outreach and Day Service.