# Our Vision for the Future Five YearStrategy [2020-2025] 



Alice House Hospice Serving the communities of
Hartlepool \& East Durham


## Dignity | Respect | Support | Care

Alice House Hospice is here to ensure people affected by a life-limiting illness or the death of a loved one have the care, comfort and support they need and firmly believe that Alice House should exist to provide services that add value to life and make a difference to patients and their families.

## Introduction

Alice House Hospice was developed by a local mum of four, Alice Bendle, in 1980 to support the families of people who were dying.

Providing a safe place whereby all of their needs (physical, social, spiritual, mental and emotional) could be met, by caring for people in a safe place with their family and friends around them.

This philosophy still holds strong today and the family are as important as the patient in providing holistic care and support.

This strategy will remain flexible and adaptable to enable us to be responsive to the environmental changes that affect our business. It will therefore be reviewed by our Board of Trustees on an annual basis and adapted accordingly. This organisational strategy will be underpinned by departmental operational plans which are outcome focused and reported to the Board of Trustees through the Senior Management Team.


Tracy Woodall
Chief Executive

## Our Vision

Every person, to the last moment of their life, has the right to dignity, respect, support and care.

## Our Mission

To provide services that add value to life and make a difference to patients and their families.

## Our Values

WE value each person as an individual.
THE patient is at the heart of all of our activities.
WE believe in the importance of celebrating life and relationships.
WE will demonstrate integrity and professionalism at all times.
WE will be modern and progressive and seek out new opportunities to develop our services.

WE will strive to be the best we can and encourage staff and volunteers to actively seek opportunities for personal growth and development.
WE will exercise responsible financial management to ensure long-term sustainability.

## Our Patient Care Services Consist of

| Inpatient Unit Symptom Management Beds |  |  | Day Hospice tom Management |
| :---: | :---: | :---: | :---: |
| Long Term Palliative Care Beds |  | Social Day Care |  |
| Complementary Therapies |  | Counselling \& Support Services (Bereavement Care) |  |
| 24 Hour Helpline | Respite Care |  | Community Domiciliary Homecare |



## Over



# 31,000 patients, <br> their families and carers 




## Volunteering

The Hospice was founded by volunteers led by Alice Bendle and we cannot underestimate the importance of their role in the charity's growth and the valuable work they have enabled.

Volunteers help with our patients, handle essential administrative tasks and provide much-needed support for fundraising and our many charity shops.

We provide all the training needed to help people get the most out of their volunteering experience.

## Fundraising



Every donation helps, whether our supporters take part in an Alice House event, host their own event, join our Lottery or become regular givers.

It is the generosity of our supporters which helps ensure people living with a life-limiting illness and their families can make the most of their precious time together.

## This is what it takes ...



## Excellence in Education



Alice House Hospice is one of a number of local organisations who have collaborated with the Clinical Commissioning Group (CCG) and Local Authority to develop a bespoke training and education programme for the care home sector.

## Feedback


"Being in the Hospice felt like a home from home, the exceptional lengths you go to in looking after your patients allowed us as a family to know she was in good hands."
"You upheld his dignity until his last day with you ... I will never forget what you did."
"The individualised care you all gave was exceptional."
"The love, care and support given to my mam was nothing short of amazing!"



## Considerations \& Influencing Factors

We enter this new decade amongst economic and public turbulence and with an increased demand on our services.

We remain 'The People's Choice' as a local charity, however there are many good causes that our communities of Hartlepool and East Durham support and therefore generating income is more difficult than ever.

The specific challenges include but are not exclusive:
FURTHER reorganisation of the NHS and commissioning bodies
BREXIT and business instability
INFLATIONARY costs and increased salary responsibilities
COMPETITION from other charities and providers

From a national perspective we are also taking into consideration the following:

AMBITIONS for Palliative and End of Life Care
THE NHS Plan
SUSTAINABILITY and Transformation Plan
INCREASE in long term conditions
CARE Quality Commission Inspection Standards


TECHNOLOGICAL advancements and political unsettlement

Life expectancy and healthy life expectancy in Hartlepool and East Durham represent significant challenges for the health economy, with both men and women having a 15 year difference from the UK average death age. Hartlepool also has a high incidence of cancer amongst the population (East Anglia University).

By 2034 it is projected that 1:4 of the population will be over 65 (ONS Subnational Population Projections, Hartlepool). This presents significant recruitment challenges in the future and increased demand on our services.

## Our Strategy at a Glance 2020-

Whilst our services are varied and transformative, we are acutely aware of the need to be responsive and support the overall health economy, therefore we will focus on the following areas.


## Strategic Goal 1

We will ensure all of our services are of a high quality and are delivered safely with compassion and dignity.

## Strategic Goal 2

We will ensure our organisation is governed and managed in accordance with best practice.

## Strategic Goal 3

We will seek out opportunities to support our communities in all of their interactions with us.

## We will ensure all of our services are of a high quality and are delivered safely with compassion and dignity.

Ensure highest standards of clinical care and compliance with regulatory requirements.

We will be able to demonstrate the impact of our services.

Staff are appropriately trained and supported to provide high quality care.

We will monitor unmet need within our communities and work collaboratively to resolve it.

Participate in Improvement schemes eg. Outcome Assessment and Complexity Collaborative (OACC).

Staff are supported to stay well.

## We will seek out opportunities to support our communities in all of their interactions with us.

Seek out and encourage creative and innovative opportunities to improve growth and sustainability.

Social investment/impact.

Develop strong partnerships for collaborative working to reduce competition.

We will ensure our retail outlets are professional, clean and are providing a service to the community.

Ensure our fundraising approach is respectful and non-aggressive and compliant with the Fundraising Regulator.

Develop sustainable corporate relationships, ensuring corporate donors can demonstrate their own social impact.

We will ensure our organisation is governed and managed in accordance with best practice.

Develop our managers to be strong leaders who are empowered to challenge and drive change.

Understand the impact of inflationary costs and in particular our financial commitments through the increase in the minimum working wage.

## Ensure the organisation's

 governance processes remain "Fit for Purpose" by adopting a Code of Governance model which will provide a governance structure designed to enable the Board of Trustees to lead the Hospice within a framework of prudent and effective controls, enabling risk to be assessed and managed.Ensure compliance with regulatory requirements.

Document, monitor and review risks for all areas.

> We will ensure our organisation is governed and managed in accordance with best practice.

Ensure effective HR procedures support the effectiveness of the organisation's activities and comply with regulatory legislation.

Utilise changing technologies to reduce manpower demands.

Promote our activities digitally using specific mediums and platforms for different generations.

Have departmental succession plans in place to ensure business continuity.

Ensure our policies and procedures are fit for purpose and support safe working.

Provide the necessary training and support for our Trustees to enable effective governance.

## Hospice Care Will

RESPECT your dignity, privacy and freedom of choice.
INVOLVE you and your family when possible in the decision making of your care, adopting an open and honest approach. Supporting those decisions to fulfil your wishes wherever possible.

PROVIDE a multi-disciplinary team with the appropriate skills to meet your ongoing needs.

WORK collaboratively with other service providers and professionals involved in your care to ensure you receive the help you need when you need it.

SUPPORT you to live as well as you can for as long as you can.
PROVIDE a holistic and individual approach when delivering care and support to you and your family.
PROVIDE support not only to you but to those that are important to you as you approach the end of your life and during their bereavement.
ENCOURAGE your involvement in service development by making suggestions as to how we can improve on the services we provide.

## Our Trustees Will

ACT at all times in the best interests of the Hospice as a whole and its beneficiaries, both current and future.

ENSURE that the Charity's affairs are managed prudently and take a long-term as well as a short-term view.

INVEST their time in providing independent governance in the running of the Hospice and utilising their professional skills where possible to provide advice and guidance.

MAKE decisions by a majority, but act as a group. This means that once a decision is made they are bound by it and are deemed to support it.
NOT have the power to act independently on behalf of the Board unless they have been given clear instructions to do so.

REPRESENT the Hospice at all times, whether attending Hospice meetings or not.
BE ambassadors for the Hospice and promote and seek new opportunities for the Hospice.

ENSURE that the Hospice is governed properly and run with integrity and honesty.

## Hospice Staff Will

BE brave and challenging to ensure the best possible service for our users, carers and community.

TAKE ownership for delivery on our commitments.
WORK hard to deliver our goals and to understand how our behaviours and attitudes affect that delivery.

TREAT people how they want to be treated.
LOOK for ways to do our jobs better and push at the boundaries of professional practice to improve our service.

BE honest and open and mean what we say.
ENSURE our leaders provide clear direction, space for us to do our jobs, constructive feedback and support and challenge us where necessary.

DO the right thing regardless of personal interest.
ACT as role models for Hospice values.
OWN what we do, take responsibility for our actions and learn from our mistakes.
CHALLENGE systems that don't work and take responsibility for finding solutions.
SHARE information and learning so we can develop as a team.
PROMOTE great performance and celebrate success.




## Alice House Hospice

Serving the communities of
Hartlepool \& East Durham


Hartlepool Hospice Ltd is known locally as Alice House Hospice, formerly Hartlepool \& District Hospice.
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