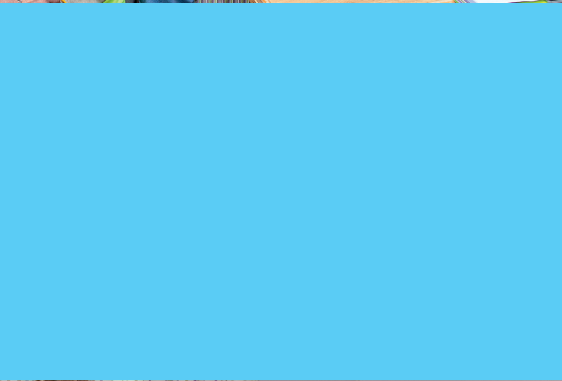


Making each day count

St Andrew's Hospice Strategic Plan 2021-2024





St Andrew's
Hospice

Welcome

St Andrew's Hospice is a registered charity providing hospice care services for adults, children and their families who are adjusting to a life living with life-limiting conditions, up to their death and into family bereavement support.

St Andrew's Hospice has been delivering palliative care for over 40 years to people across North East Lincolnshire and for 20 years to children from the whole of Lincolnshire, Hull and the East Riding of Yorkshire.

Our hospice care services both in the community and in our buildings, under one roof, provide high quality, person-centred, holistic palliative care.



Introduction from our Chief Executive



Michelle Rollinson

In this strategic plan we set out the major steps needed to meet the increased demand for palliative and end of life care that is forecast and, extend the reach of our services across the community. In the coming years, we want to ensure that care and support is available to all, irrespective of age, diagnosis or circumstance and, build sustainable income streams that will mean our services are available for generations to come. We will do this while retaining the hospice's independence and managing its high standard of care.

The following plan has been drawn up by our Leadership Team and Board Sub-Committees, and has been approved by the Board of Trustees.

For the plan to be successful, we recognise that all stakeholders need to acknowledge their roles in its delivery, and so a programme of communication and engagement is underway.

This strategic plan is not overly prescriptive, as despite our best efforts, one thing we are guaranteed to face in the coming years is more change in the political, economic, social and technological environment, both nationally and locally. As a result, the plan must be flexible enough to cope with such changes.

We hope this plan provides a direction of travel, which we are prepared to fine-tune in line with changing circumstances.

Our vision, mission and values



VISION

Providing excellence and choice for everyone affected by a life-limiting illness

MISSION

To make each day count for people with life-limiting illnesses and support those who care for them



VALUES

Delivering holistic care for all



Transforming communities



Making a difference



Striving to improve and innovate



“As custodians we strive to preserve and enhance the reputation and brand of St Andrew’s Hospice for the future, ensuring we are advocates for our values and purpose at all times.”

We've come a long way



1979

The trust deed was drafted and signed.



1980

St Andrew's Hospice opened as a day centre at the Molson Centre



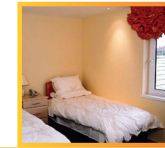
1984

The hospice moved to The Beeches



1985

St Andrew's opened its first hospice shop. We now have 23 shops and tea bars.



1986

After a rising demand, an in-patient service was launched



2001

A children's service was opened, which is known as Andy's



1998

Agreement was given to build a children's hospice



1995

The hospice moved to Peaks Lane, Grimsby



1999

The Beeches was at capacity so the hospice looked to relocate



2010

Huge changes to health care affected the hospice



2012

The hospice received a grant of almost £1m to develop Peaks Lane



2013

Peak's Lane was re-developed at a cost of £6.5m



2016

Health and wellbeing services launched to provide holistic care for patients, carers and families.



2019-20

St Andrew's Hospice celebrates its 40th birthday!

We've achieved a lot in 3 years



We cared
for **1684**
patients



Our last CQC rating (2015) was **good** overall with **outstanding** care.



We are a member of the local health care forum so we can have a say on our patient's behalf.



Since 2017 we have worked collaboratively to provide bereavement support to **1028** people in N.E.Lincs.



1040 people accessed our lymphoedema service.



We facilitate local health professionals' learning through **Project Echo**.



334 patients used our Children's Unit.



834 adults used our in-patient service.



Since 2016, the hospice's Hub has been a great place for the wider community to meet & eat.



1075 patients have accessed our support & wellbeing service since it opened in 2016



In our recent Healthwatch visit 100% of patients said they'd been treated with dignity and respect.

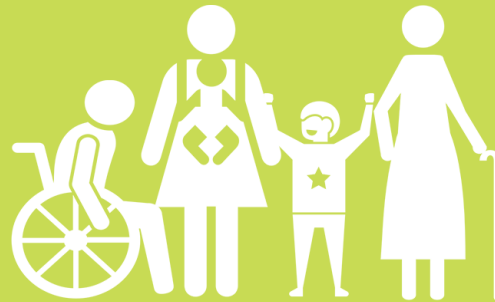


We've launched a children's nurse apprenticeship scheme to nurture homegrown talent.

The changing landscape



Our key commitments



We will ensure our services evolve to meet the changing needs of our community.



We will design and develop our workforce of the future, in order to deliver our vision as an employer of choice.



We will develop and support relationships and collaborations which enhance our reach, influence and opportunities.



We will maximise and sustain a mix of existing income streams, whilst committing to the development of new enterprises.



We will develop our ways of working and our use of technology in order to be sustainable and resilient for the future.

Our strategy

We will ensure our services evolve to meet the changing needs of our community by:



Identifying the gaps in our current community offer and developing our activity to meet the increasing and changing needs of our patients.

Continuing to develop the clinical care that we provide to both inpatients and outpatients in order to reduce their need to access hospital care.

Reviewing and developing the services we provide for children in order to meet their changing needs.

Reviewing and developing our outpatient services to meet the increasing demand and complex needs of our patients.

Developing a seamless transition pathway designed to support a young person and their family as they move to adult care.

Developing support for carers, both in the community and within the hospice.



Our strategy

We will design and develop our workforce of the future, in order to deliver our vision, as an employer of choice by:



Recruiting people with the required skills to our board and developing our Trustees to ensure they provide effective governance.

Identifying the need for volunteers across the organisation and developing a recruitment, retention and development plan, making the most of their valuable contributions.

Reviewing pay and benefits, including non-monetary rewards, to ensure these are attractive within the realms of affordability and provide a fair package that is valued by our employees.

Evaluating and developing our employee recruitment and retention practises to ensure a positive experience is had by all of our staff.

Reviewing the skills of our employees, identifying the learning and development they need in order to meet our short, medium and long term requirements.

Identifying potential leaders of the future and supporting their leadership and management development.

Ensuring our organisational values are at the heart of our employees' experience.

Increasing our staff and volunteer engagement so that, through effective two-way communication, our workforce are informed and actively participate and contribute to all aspects of the hospice.

Our strategy

We will develop and support relationships and collaborations which enhance our reach, influence and opportunities by:



Using our role as local leaders in the delivery of palliative and end of life care, we will increase our engagement with our community, raising awareness and breaking down taboos about hospice care, death and dying.

Working with other local providers to ensure high quality palliative and end of life care, including its future development, remains a key focus for health care delivery.

Working with our partners to deliver wider bereavement services locally.

Working with our partners to deliver training and development to support other health professionals to deliver palliative and end of life care.

Increasing our engagement and build our relationships with other organisations to provide insight and influence that supports our objectives.

Using a wide variety of media to inform and engage our supporters and so increase participation in hospice activities



Our strategy

We will maximise and sustain a mix of existing income streams, whilst committing to the development of new enterprises by:



Undertaking short, medium and long term financial forecasting, supported by structured analysis, to inform potential funding opportunities to deliver our priorities.

Developing innovative and enterprising ways of generating income, securing efficiencies and producing cost savings.

Seeking, evaluating, presenting and implementing commercial and income opportunities (either alone or with others) that balance risk and reward in line with hospice values and income requirements.

Managing capacity and resource to grow grant income streams by successfully engaging with grant making trusts and general grant environment.

Proactively investigating investment strategies, alternate funding approaches and the use of reserves where required in order to maximise our opportunities and income.

Maximising the profitability of our retail and trading operations, recognising internal and external factors and our sphere of influence. Benchmarking against others to define what good performance looks like.

Scoping and evaluating new trading opportunities to deliver increased income, not limited to shop acquisitions and retailing.

Developing and maximising the use of technology to broaden our retail activity.

Building on our good practice in safe legal and secure, due diligence and retail management, to reduce costs and increase income.

Embedding a business approach to the management of hospice activities through regular financial performance reporting and encouraging budget holders to take an informed view of cost control, savings opportunities and income generation.

Our strategy

We will develop our ways of working and our use of technology in order to be sustainable and resilient for the future by:



Supporting and enabling digital transformation.

Ensuring we have the right devices, network connectivity and systems to support hospice activity and the sharing of information across our organisation.

Ensuring that appropriate, robust information is accessible and used effectively across our organisation to enable the provision of quality, safe care, to support financial, funding and strategic decisions and provide assurance that we are delivering our services in line with good governance.

Improving digital skills within St Andrew's Hospice to ensure all staff are able to use the systems required for their role.

Maximising digital approaches to fundraising and income generation.

Using technology to increase the awareness of the hospice within our wider community.

Formulating and implementing business continuity plans and approaches providing resilience in a range of adverse circumstances, supporting local plans as appropriate.

Fostering a culture of inclusivity within our activities and workforce, ensuring a commitment to equality and diversity.





St Andrew's Hospice

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