



Princess Alice
Hospice

For People. For Living.



A strategy for our future

Innovate, improve, inspire



April 2022

A strategy for our future

As we look to the future, our vision remains the same and we continue to place people at the heart of everything we do. We recognise that we live in a time of uncertainty and change. Our new strategy provides us with the ability to adapt and develop, ensuring we remain focused on our long-term vision:



Our communities will have the best care and support before, during and after death.

Our work will be driven by a belief that people facing death, dying, grief and loss should be at the centre of any system of care and support designed to help them. We know there is an ever-growing need for our expertise and compassion. To meet this we know we need to evolve, innovate, improve and inspire. We're building on strong foundations - a fact confirmed by the recent Care Quality Commission inspection, which rated our care as outstanding.

Our vision is guided by our desire to reach out and understand fully the end of life needs, beliefs and wishes of all those in our community. We know we're not reaching everyone who needs our care and realise there are changes to be made to ensure that each person, whoever they are, is seen as an individual who gets fair access to personalised end of life care. To do this, we also recognise that we are part of a wider 'healthcare system'; we need to work in partnership with our colleagues in health and social care to deliver seamless, coordinated care and support for people across all services.

In response to people choosing to communicate in different ways, we will embrace digital tools that can provide 24/7 access to services and help us reach more of those in need. From a funding perspective, we know we will continue to face increasing operational costs, while NHS funding structures will continue to change, too. Our Retail and fundraising teams have been severely challenged throughout the Coronavirus pandemic, but we have identified opportunities for a sustainable future. Through the hard work and commitment of our staff and volunteers, this plan allows us to continue to fund and deliver services to people ethically and in a sustainable and environmentally friendly way.



We've identified four overarching priorities (enclosed) that will support our vision and underpin, sustain and develop our vital work now and in the future.

We have a clear view of where we're going, and we'll be asking our dedicated staff and volunteers to take bold steps to get there. Our journey sits against a backdrop of a wider, ever-changing health and social care landscape and so we've developed an approach that will allow us to adapt at pace and embrace complex change.

Our mission during this period explains how we will support our vision:

We will develop Hospice ways of working so that we can best deliver services that place people at the centre of everything we do.

We'll work together – staff, volunteers and supporters, patients and families, wider communities, our partners and stakeholders – to learn continually and improve the way we do things. We'll advocate and extend our influence, to improve understanding and support for everybody in our community affected by life-limiting illness.

Since 2020 our living and working environments have changed dramatically. We know we're very likely to continue to experience unpredictability in the years ahead and our strategy allows us to be agile and work effectively through these challenges. The Coronavirus pandemic taught us a great deal and highlighted our levels of expertise and professionalism. We know we must continue to attract and retain the highest calibre of compassionate, skilled people; we'll continue adapting and developing our services, finding new tools and models of care to help us respond to the increasing and changing demands of the people we care for. This people-focused way of working will be embraced throughout this period.

We can't prevent death, but we will always do everything we can to make it the best it can possibly be. Each person is seen as an individual, and we will always strive to anticipate and meet the ever-growing needs and wishes of people facing the end of their life.



Priority 1

Developing and expanding our specialist care

We'll provide and develop our outstanding, personalised, specialist end of life care by adapting our models of care and broadening access to our community services, focusing on providing the right care, by the right people, at the right time and in the right place.



We'll do this by:

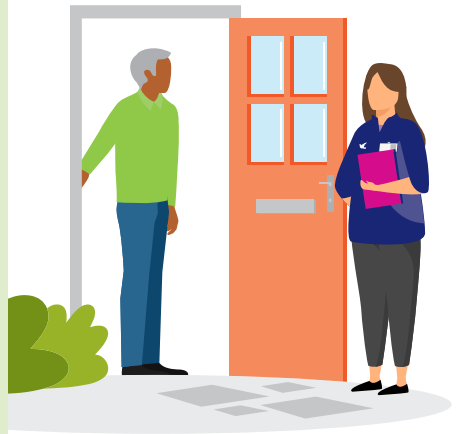
- Improving our service design by looking at our clinical pathway journeys to provide a better experience for the people we care for and the people who are important to them.
- Empowering patients and carers to have greater choice and control over the things that are important to them.
- Working towards ensuring each person gets fair access to good end of life care by enhancing our clinical services to be more inclusive and reach under-represented groups.
- Using digital health technologies and championing developments in digital tools to increase scalability, adaptability and responsiveness of clinical care across our services.
- Working with our partners and networks to develop and embed specialist care beds, to increase our capacity in a range of settings beyond our Hospice building.
- Reviewing our community care model provision within the wider system.
- Collaborating with care homes and providing education to develop a robust and sustainable model working to support excellent end of life care in those settings.
- Working together with our partners and local GPs to gain a better understanding of their needs and those of the people in their care.
- Working to provide support, help and advice for patients and families 24/7 and exploring various methods to deliver this effectively.
- Building on the success of our existing online Wellbeing services by developing new content, increasing our reach and opening up access to more people, in ways that work best for them, e.g. online, face-to-face.



Priority 2

Empowering people in our communities who are caring for people at the end of life

We'll make sure people feel supported and have access to the right tools and advice to support others who are faced with death, dying, grief and loss. We'll champion equity of access so that people can access our services equally regardless of background, gender, sexual orientation or religion.



We'll do this by:

- Deepening our understanding of the needs and make-up of our local community to allow us to respond to unmet needs.
- Normalising conversations around death, dying, grief and loss.
- Exploring and developing our desire to offer universal bereavement advice to everyone living in our care area, while continuing to increase our bespoke, one-to-one and group bereavement support sessions for people being looked after by the Hospice.
- Recognising the crucial role carers play in looking after people who are approaching end of life, by investigating a respite care service.
- Exploring the power of our shops, which act as brand ambassadors and focal points for our work within the community.
- Integrating volunteers as much as possible when developing and delivering new and enhanced services.
- Embedding equity of access and inclusion across all our services and investing in a dedicated diversity and inclusion role to make this happen.
- Re-launching our Planning Ahead programme (Advance Care Planning) to highlight the importance of understanding and sharing future needs and wishes.

Priority 3

Enhancing our education, research and learning programmes to encourage and support an environment for innovation

We'll make sure people are supported and cared for at the end of life by health and social care professionals who have the right skills, expertise and confidence.



We'll do this by:

- Expanding the reach of our highly successful European Certificate in Essential Palliative Care (ECEPC).
- Raising end of life care standards and improving the quality of living for all people under our care - from diagnosis to death - through our teaching and research programmes.
- Developing our research strategy to foster a culture of enquiry and to generate new and improved, evidence-based knowledge in end of life care and its delivery.
- Increasing our education delivery to families and carers, care homes, schools and professionals; actively supporting those people in our community who may be under-represented within this service, e.g. those who are homeless or have learning difficulties.
- Working to improve the quality of our Educational services through advocacy, working in partnership with others and sharing our expertise.
- Ensuring our staff have the opportunities to maintain and develop specialist expertise.

Priority 4

Enhancing our collaborative influence in palliative and end of life care through leadership and advocacy

We'll improve end of life care for everyone facing death, dying, loss and bereavement.



We'll do this by:

- Providing clear, logical and compelling information about our main areas of focus.
- Exploring the potential importance of enhancing our work around public affairs – individuals or groups with an interest in the Hospice's affairs, such as politicians, think tanks, business groups etc.
- Developing a way of assessing the value of partnerships and collaborations to inform decisions on how we allocate time and resources.
- Investing the time of senior leaders to embrace internal and external opportunities for tangible engagement, wherever possible.

We'll support the delivery of our four priorities by:

- Continuing to influence the debate around death and dying.
- Proactively finding innovative ways to deliver care to our rapidly changing population with increasingly complex family dynamics, longer life expectancy, and increased health and social care needs.
- Making the best possible use of our resources to ensure we remain financially viable.
- Embracing technology and exploring its potential to deliver our services more effectively and to more people.
- Engaging with the newly formed Integrated Care Systems (ICS).
- Investing in the development and engagement of our staff and volunteers to allow us to continue delivering our services.
- Using our values-based culture to make sure our staff and volunteers feel they belong, are valued and equipped to do their job.

Contact us

Princess Alice Hospice
West End Lane, Esher
Surrey KT10 8NA

01372 468811
www.pah.org.uk

Join us at

