

Strategic Plan 2016 - 2020

www.peacehospicecare.org.uk

Executive Summary

Peace Hospice Care provides specialist support for individuals and their families and carers facing a life-limiting illness across the Hertfordshire community. We provide inpatient care in the hospice building in Watford plus wellbeing support, clinics, rehabilitation, counselling and bereavement support in the Starlight Centre. We also run a hospice at home service which takes hospice care to patients in their own homes. Alongside this service we run a volunteering befriending service called the Herts Neighbours Service for patients needing that extra bit of help at home.

Our role in the community is to deliver the best care we can and be that essential support when needed. Our strategic plan is written at a time of change for Peace Hospice Care, as we strive to work across Hertfordshire to meet the needs of individuals we work with. With an emphasis in health and social care key to local decision-making and delivery, Peace Hospice Care needs to respond to these challenging and changing priorities with dignity and compassion.

We aim to improve people's quality of life, by providing care and support that is personal and tailored to their needs, as well as care and support for their family and friends. Today one in three of us will be touched by hospice care at some point and we must continue to work to ensure our services are accessible to those that need them.

The legacy given to us by the last generation and the challenges contextualised in today's society where personal autonomy is paramount, provide the firm foundation from which Peace Hospice Care can respond to the challenges of the future. To meet the needs of the future, we plan to do things differently while continuing to place patients' goals at the heart of our holistic care and support. Hospice care and support needs to be tailored so that we are providing just the right amount of support to empower and enable individuals to achieve their goals – to live their lives until they die – not more, not less.

Celebrating its 25th Anniversary in 2016 has enabled Peace Hospice Care to showcase and acknowledge its achievements over this time. Peace Hospice Care has reached an important milestone, but we haven't done it alone. It was built only with the support of local people for local people and that is the only way it will continue. We believe that what we provide is priceless to the people we help because it's about quality of life at a point at which life itself becomes limited and each moment, each day becomes precious.

Individuals, their families, our supporters and donors, are at the heart of our Strategic Plan. There is something very special about the collective heartbeat of a community that is able to pull together. Peace Hospice Care has played and will continue to play an increasingly important and vital role in our community and we need to do everything we can to keep it that way.

Our strategic plan identifies some key strategic aims and goals that we intend to achieve. It reflects some of what is already delivered or underway and helps us concentrate on the things we need to develop further.

Our Vision

Our Vision is the basis for all our work. We provide equal access to a range of services that offer real choice and innovation. We put each individual first and strive to optimise quality of life.

Vision Statement

Peace Hospice Care will be the leading provider of specialist palliative care services in its community.

Our Mission

Our mission has been developed on the principles that we are a person centred organisation and our guiding principle is that the individual should be cared for and supported to have choice and take control.

Mission Statement

We provide outstanding specialist care and support to improve the quality of life for individuals, families and carers facing a life-limiting illness.

Those who access our services are treated with respect for their dignity, beliefs and wishes and where possible in the setting of their choice.

Our Values

We want individuals, our patients, their families and carers to be happy with the services we provide and our staff, volunteers and external partners to be proud to work with us. Our trustees, staff and volunteers sign up to these values, ensuring they are evident in all we do.

Innovation	<i>We encourage a creative approach by staff and volunteers to all our endeavours and foster a listening culture that welcomes and respects new ideas.</i>
Responsive	<i>We are flexible, responsive and open to change in our engagement with individuals, patients, relatives, advocates, staff, volunteers and partners.</i>
Integrity	<i>We strive to be open, fair, trustworthy, transparent and honest in all our activities.</i>
Excellence	<i>We are committed to achieving the highest possible standards of care and support for all who use our services.</i>
Respect	<i>We celebrate difference and diversity and treat all individuals with understanding and respect for their dignity.</i>

Strategic Aims

Our strategic aims are presented to ensure Peace Hospice Care is successful. The strategic aims for Peace Hospice Care are, in general, externally focused and can fall into eight areas:

- Market standing: desired share of the present and new markets
- Innovation: development of new services and of the skills and experiences we need to deliver them;
- Human resources: selection, development and retention of employees and volunteers;
- Financial resources: identification of the sources of income and expenditure;
- Physical resources: equipment and facilities and their use;
- Productivity: efficient use of resources;
- Social responsibility: awareness and responsiveness to the effects on the wider community and of the stakeholders and partners we work with;
- Profit requirements: achievement of measurable financial well-being and growth.

Strategic Aims
<ul style="list-style-type: none"> • Ensure access to high quality services along the patient journey and across our community
<ul style="list-style-type: none"> • Engage with our partners and stakeholders to identify opportunities for collaboration
<ul style="list-style-type: none"> • Make Peace Hospice Care, the organisation of choice for staff and volunteers which recognises their value to the organisation
<ul style="list-style-type: none"> • Deliver high quality management of Peace Hospice Care which supports its ongoing sustainability

Strategic Goals

Overall statement

Our strategic goals have been developed by the Board and Executive Team to highlight what we plan to achieve over the period of this strategic plan - 2016-2020. Our Goals reflect the analysis that we have carried out in terms of the environment we work in, our key strengths and weaknesses, the opportunities available to us and the threats we need to consider.

Since our strategic goals are so important in linking strategic planning to strategy, and in turn to operational or tactical planning, they need to be defined effectively.

What are the key characteristics of our strategic goals?

Measurable: Our strategic goals can be measured so that we can track success.

Specificity: Our strategic goals are specific, but it is important that they aren't too specific either.

Importance: We believe our strategic goals need to be important to the success and future of Peace Hospice Care.

Reflective: Our strategic goals reflect the analytical work that has been completed by the Board and Executive Team through the strategic planning process.

Risk Management

Peace Hospice Care understands that taking risks, when well assessed and managed is a healthy thing, often leading to innovation, improvement and growth. Peace Hospice Care has a risk strategy and policy in place to identify and control the range of risks to which it is exposed and this is supported with a risk register aligned to each sub-committee.

We recognise that we cannot become complacent in our response to risk and we are actively working to improve the processes of assessing, managing and taking risks. Whilst corporate risk is a major focus for the organisation and personal risk for staff engaged in lone working receives particular focus, the assessment and management of risk in achieving successful independence and inter-dependence for those we care for and support is a priority. In ensuring that risk assessment and management is seen as a fundamental element of all our work, Peace Hospice Care aims to empower its staff and volunteers, whilst maintaining a prudent and structured approach to all the tasks it undertakes.

Peace Hospice Care is committed to a sensible approach to risk across all its functions and aims to ensure that whilst risks are identified, mitigated and managed, risk is not used as a way to avoid difficult work that is important for us to deliver if we are to achieve our Mission.

Monitoring And Review

The success of this strategic plan is dependent upon the reasonableness of the assumptions used and the external factors affecting Peace Hospice Care. Although this Strategic Plan is for 4 years, the assumptions and analysis on which it is based will be reviewed annually and the Strategic Aims revised accordingly.

The process of implementation and monitoring will be achieved by:

- Identifying individual senior staff to lead implementation
- Setting achievable deadlines for completion of goals and team objectives
- Clear measurable and critical but positive evaluation outcomes and key performance indicators

The process of review will be achieved by:

- An annual comparison of outcomes to original targets, and resetting of future targets in line of this analysis
- Quality monitoring against the key performance indicators through the Committee and Board structure
- Monthly progress reports through the Executive Team
- Annual adjustments of the financial model to appraise and accommodate changes to targets and assumptions
- An annual review of the strengths, weaknesses, opportunities and threats faced by Peace Hospice Care
- An annual review of the markets in which we operate to ensure assumptions and targets remain realistic
- An annual review of the strategic plan with key stakeholders and importantly with the Board, staff and volunteers.

Reference & Working Documents

Ambitions for Palliative & End of Life Care - National Palliative and End of Life Care Partnership

Dying Without Dignity - Parliamentary & Health Service Ombudsman

Rehabilitative Palliative Care - Enabling people to live fully until they die - Hospice UK

Your Care, Your Future - Working Together for a Healthier West Hertfordshire - Herts Valley CCG

Outcome Assessment & Complexity Collaboration (OACC)