

St Giles

St Giles Hospice

Strategy April 2023 – March 2026





Our vision:

A world where everyone has fair access to specialist palliative and end of life care.

Our purpose:

To provide specialist palliative and end of life care for our community.

We listen to our patients and their loved ones and work with health and social care partners to make things better for those living with a life limiting illness.

We support families and loved ones with all aspects of terminal illness, death and dying.

We provide specialist advice, support, education and training for healthcare providers and our communities, to improve understanding of hospice care.

Our strategic objectives for 2023-26:

To provide excellent care

We will continue to provide excellent care for our patients and their loved ones.

We will do this in an efficient way and in collaboration with health and social care partners in order to learn from each other.

To be an outstanding team

We will nurture a skilled, strong and resilient volunteer and staff workforce and foster a positive culture.

We will do this by enabling our people to make effective decisions and work as one team to deliver the best care possible for our patients and their loved ones.

To be innovative

We will be curious and challenge ourselves and each other.

We will do this by questioning, not assuming, and by making decisions that lead to better outcomes for all.

To grow our income

We will maximise income generation opportunities to secure a sustainable future.

We will do this by encouraging our teams to be adaptable, innovative and entrepreneurial.

To be sustainable

We will deliver a financially and environmentally sustainable approach for our services working with our local communities.

We will do this by making decisions to ensure we are financially sustainable whilst considering our impact on our service users and the environment.

To communicate well

We will communicate and engage with our audiences to ensure they understand our purpose.

We will do this by ensuring clear, transparent and consistent messaging across internal and external audiences.

Our values:



We care



We are trustworthy



We work together



We are creative



We take pride

A word from our Interim CEO, Elinor Eustace

I have the pleasure of presenting to you the St Giles Hospice strategy for 2023-2026, which sets out our ambitions and what we hope to achieve.

Our strategy is the result of discussion and consultation with our patients and their loved ones, volunteers and staff. Collaborating with them has enabled us to set out a plan that represents #TeamStGiles and identifies our priorities for the next three years.

Our vision is a world where everyone has fair access to specialist palliative and end of life care. At the centre of our strategy is a commitment to reshaping our services in order to reach as many people in our communities as possible. The needs of our patients, families, and the local community we serve are evolving all the time and we recognise that we must adapt to help those who need us most.

We know that what we do makes a difference and, looking to the future, we want to achieve a bigger impact for more people. With our strategy launch coinciding with the 40th anniversary of our hospice, it is very much focused on sustainability in the long-term to ensure we are here for our local communities in another 40 years to come.

This strategy sets out our ambitious plans and captures our passion for reaching more people. We cannot do any of this without our volunteers, our staff and our wonderful community who all form part of #TeamStGiles.

Thank you so much for your support.

Elinor



Why we are here

In 2023, we mark our 40th anniversary of providing specialist palliative and end of life care for local people in our communities. Many things have changed over those 40 years but one thing has remained constant – the need for good end of life care.

Dying with dignity and without pain is as important now as it was when we were founded in 1983. With an aging population; pressures on the healthcare system; and people living longer and with more complex needs, there has never been a bigger demand for hospice services as there is today.

“It is often said that dying is the great equaliser. It is one of life’s only milestones that happens to every single person, regardless of wealth or status or situation.”

At St Giles, our vision is a world where everyone has fair access to the specialist palliative and end of life care they need, to be treated with dignity and respect and to have their pain controlled no matter where they are being looked after – in our hospices or in their own homes. Our dedicated team of over 800 volunteers and more than 250 staff work together to provide the very best care possible for our patients, and their loved ones, at the most difficult of times.

Our services cost over £10million every year but, in helping to realise our vision of fair access, our care is provided to our patients and their loved ones free of charge. With just over one third of our income coming from the Government, we rely on the generosity of our donors and our communities to ensure we can continue to provide our vital care. We are challenged further still, with increasing costs and rising demand, to reach the people who need us, when they need us most.

#TeamStGiles is passionate and committed to giving our patients, their families and loved ones exactly what they need, when they need it. We continuously review our services to meet those needs and to drive efficiency to ensure every penny we spend has the greatest impact.

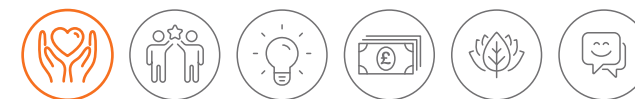
We recognise that our volunteers and our staff are the heart of the organisation and we therefore encourage a culture which embraces change, values innovation and allows people to thrive. We know that by doing so we have a committed, dedicated and passionate workforce that puts our patients and loved ones at the centre of everything we do, every single day.

Our 2023-2026 strategy embraces all of this and is designed to ensure St Giles Hospice is still here for years to come.





Objective 1: To deliver excellent care



We will continue to provide excellent care for our patients and their loved ones.

We will do this in an efficient way and in collaboration with health and social care partners in order to learn from each other.

Deliverables:

To develop a clear clinical strategy for:

- Advice and Response services
- Inpatient services
- Family services
- Community services

To develop a clear workforce plan.

To develop clear data intelligence to inform our clinical decisions.

To do this we will:

Clarify, refine and develop our service offering to reflect demand and create services fit for the future.

Understand our existing service capacity and the spectrum of need to determine future service.

Use data to broaden our understanding of our population and its needs.

Develop methods for ongoing service evaluation to ensure we continually innovate.

Continually evaluate the quality and effectiveness of our services by analysing outcomes achieved.

We'll know we've got this right when:

We are recognised as an integral partner for the provision and future planning of specialist, palliative and end of life care.

We have a paid and volunteer clinical workforce that is diverse, engaged and dynamic.

We are able to demonstrate success in improving all aspects of holistic care.

We have a multi-faceted digital offer to enhance clinical care.

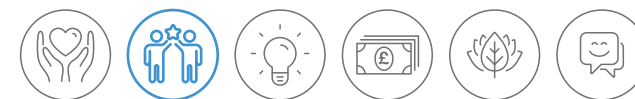
Our clinical decisions are intelligence-led.

We can demonstrate we are delivering the right care, at the right time.

Our statutory and voluntary funding increases in response to higher clinical service activity.



Objective 2: To be an outstanding team



We will nurture a skilled, strong and resilient volunteer and staff workforce and foster a positive culture.

We will do this by enabling our people to make effective decisions and work as one team to deliver the best care possible for our patients and their loved ones.

Deliverables:

To design and implement a refreshed HR approach.

To foster a positive and thriving culture.

To create an organisational development plan which includes education and training.

To do this we will:

Provide strong leadership at all levels of our organisation.

Listen to feedback to drive positive change and create connections across our workforce.

Create a positive environment where everyone can thrive individually and collectively.

Embrace inclusivity.

Hold each other accountable to living our values and behaviours.

Promote holistic wellbeing for all staff and volunteers.

We'll know we've got this right when:

We can demonstrate through feedback channels that we have an engaged and valued workforce.

We can demonstrate changes made for positive impact on culture.

We have decreased staff turnover and improved recruitment success.

We have values and behaviours embedded in all aspects of workforce management.

We understand our workforce and what is important to them.

We have a more diverse workforce that celebrates the positive impact of difference.

We have equitable education opportunities for all staff.



Objective 3: To be innovative



We will be curious and challenge ourselves and each other.

We will do this by questioning, not assuming, and by making decisions that lead to better outcomes for all.

Deliverables:

To develop a digital transformation programme.

To develop a research strategy and plan.

To identify how we use our independence and our people to be a bold and innovative organisation.

To do this we will:

Embrace a digital transformation programme that ensures we are sustainable.

Use our independence to create truly person-centred services.

Use research to create our own evidence base to develop new ways of working.

Use organisational knowledge and experience to take a bold but measured approach to innovation.

Be brave, experimental and challenge the norm.

We'll know we've got this right when:

We have digital systems and infrastructure that allow for digital innovations.

We have a website that is fit-for-purpose and delivers seamless user journeys.

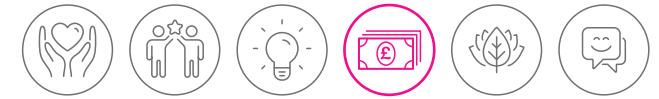
We are able to use SystemOne to influence clinical service decisions.

We are intelligence-led.

We can demonstrate heightened engagement with research and have built our reputation as a research-active organisation.



Objective 4: To grow our income



We will maximise income generation opportunities to secure a sustainable future.

We will do this by encouraging our team to be adaptable, innovative and entrepreneurial.

Deliverables:

To develop an income generation growth plan.

To recognise everyone has a role and remit to influence generation of income.

To maximise opportunities beyond voluntary and statutory income.

To do this we will:

Invest in our fundraising and Lottery to achieve growth and financial sustainability and maximise return on investment into care services.

Invest in our retail business both to maximise profitability of the existing estate and for growth.

Ensure everyone, regardless of their role, recognises they can both contribute to and influence income generation.

Maximise opportunities to increase non-voluntary income.

Increase our visibility and presence in our communities to deliver joint income generation and care activities.

We'll know we've got this right when:

We have grown our supporter database.

We have refurbished our existing retail estate and increased profit.

We have opened 15 new stores and increased our online presence.

We have increased 'in memory of' income and demonstrated a clear link between care provision and donations.

We have increased our statutory income contribution.

We have developed and implemented a community engagement strategy that increases reach and supports new initiatives.

We have projects in our communities that support income generation and care delivery.



Objective 5: To be sustainable



We will deliver a financially and environmentally sustainable approach for our services working with our local communities.

We will do this by making decisions to ensure we are financially sustainable whilst considering our impact on our service users and the environment.

Deliverables:

- To develop our financial delivery plan.
- To develop a good governance plan.
- To create a roadmap for our environmental sustainability.
- To establish our community development plan.

To do this we will:

- Continually evaluate our financial and operational position to adapt to our external environment and make informed decisions.
- Invest in our people and infrastructure to strengthen our organisation.
- Ensure robust governance for all of our activities.
- Investigate opportunities for increased income alongside environmental sustainability to ensure strong corporate social responsibility (CSR).
- Create and facilitate interactions that are self-supporting; families supporting each other and communities supporting their families.

We'll know we've got this right when:

- We have reduced our budget deficit and are operating in a more sustainable way.
- We have a governance and assurance structure that supports challenge and scrutiny to drive improvements.
- We have a clear understanding of our business model and can make intelligence-led decisions.
- We have implemented initiatives that lead to reduction in carbon emissions and long-term sustainability.
- We have implemented a community engagement strategy that supports our sustainability.



Objective 6: To communicate well



We will communicate and engage with our audiences to ensure they understand our purpose.

We will do this by ensuring clear, transparent and consistent messaging across internal and external audiences.

Deliverables:

To undertake stakeholder mapping to understand internal and external audiences.

To develop an internal communications plan.

To develop an external communications plan.

To do this we will:

Raise awareness, change attitudes and motivate action through open, honest and transparent communications.

Communicate our service offer effectively to our audiences, both internal and external.

Be consistent in our internal communications to ensure accessibility for all and encourage feedback for positive change.

Ensure people know we are here for them at the end of their life.

Always act with integrity to maintain our reputation.

We'll know we've got this right when:

We have extended our marketing and communications service provision and created cohesive cross-organisational campaigns.

We are leading with a digital-first approach.

We have a fit-for-purpose website.

Our audience reach increases across all our platforms.

We can map digital supporter journeys to inform decision making.

Our workforce is engaged and empowered through an effective communications plan.

We can measure methods of communication and engagement with patients and families to support clinical decision making.

St Giles

St Giles Hospice, Whittington (Registered address): Fisherwick Road, Whittington, Lichfield, WS14 9LH

Registered Charity No. 509014

