



**GREENWICH & BEXLEY
COMMUNITY HOSPICE
STRATEGY 2022-27**


Greenwich & Bexley
Community Hospice

OUR STRATEGY

Our hospice strategy outlines our priorities for the next five years. We will continue to ensure that these priorities centre around our patients, their families and friends and the needs that they encounter through their journey from diagnosis through to death and into bereavement.

Our skilled, compassionate and dedicated team of staff and volunteers, who always strive for the best in all that they do, will be responsible for the delivery of this strategy. Together we will work with local people and our partners to understand and meet the evolving needs of our communities, working together to achieve the very best outcomes for patients.

This strategy takes account of the accelerated change and adaptation we have seen through the challenges of 2020 and 2021 and seeks to build on what is positive about this change and leave behind that which is negative.

ABOUT US

The hospice is a local charity dedicated to providing free, high-quality, compassionate care and support for adults with terminal illnesses, their families, and their professional carers in the London boroughs of Royal Greenwich and Bexley. At any one time we are caring for around 750 people and in total we care for around 3,000 people each year in the community; in their homes, care homes, in our hospice beds and hospice-based clinics, in the local prisons and in hospital.

We receive only about one third of our funding from the NHS, which means that we depend on the generosity of our community to fund much of the care we provide for local people.

The hospice was co-founded by two local people, Pat Jeavons and Don Sturrock. Having recognised the need for a hospice to serve the community, Pat and Don started to raise money to build such a place. This remarkable story began in 1985. After protracted negotiations, the charity secured a site on Bostall Hill in Abbey Wood and the hospice was opened in 1994. Since this time the hospice has continued to grow and evolve to meet the ever-changing needs of those who require our services at the time and place of their choosing.



OUR VISION

We believe that every person facing death should have the best quality of life possible, experience dignity, peace and comfort and be supported to make the choices that are right for them.

OUR ORGANISATIONAL PURPOSE

Our organisational purpose is to support and care for people facing death and those close to them, their families and professional carers, acting as a system and community leader and connector, supporting others and delivering expert care to achieve our vision. As we strengthen our relationships across the community and health and care system, we will be generous with our skill and expertise to increase the profile of end of life issues and hospice care, improving access and extending reach.

Our staff will work within our own services and in partnership with others to help patients maintain connections with their community and maximise their quality of life. We will continue to be creative in our approach to care, reimagining support at home and for families, all the time responding to diverse needs and the challenges our patients and communities face.

We will actively listen and respond to everyone who needs our care and at times, this will require us to lobby those in power to ensure that the necessary resources are available and that we can address barriers and challenges.

We recognise that our people are our greatest asset; we will recruit, develop and retain the best people, creating opportunities and an environment for all of our staff so that they can be themselves and perform at their best.

OUR STRATEGIC PRIORITIES

Our priorities centre around utilising our resources as efficiently and effectively as possible so that care and support is available where and when needed, delivered by the most appropriate person or service. We also aim to ensure that we remain sustainable, so that we can continue to provide care and support long into the future.

Our purpose will sometimes require us to take risks, to be courageous in advocating for those whom are most in need and sometimes to prioritise resources. We will need to continue to be innovative in our approach and focussed on our priorities. This will give us the direction to ensure that we achieve our vision of the best quality of life possible for people facing death in our community. Our priorities will ensure that we continue to look forward to be the very best we can be.

1. Listening to all voices in our community, understanding their stories and challenging inequalities so that we develop support which is responsive, compassionate and flexible to meet differing and individual needs
2. Growing and empowering our own staff, working to our strengths alongside system partners and developing others to give the best support they can to dying people and their families
3. Making the most of technology to assist us in delivering outstanding care, increasing reach, demonstrating impact and maximising income



PRIORITY 1

LISTENING




Listening to all voices in our community, understanding their stories and challenging inequalities so that we develop support which is responsive, compassionate and flexible to meet differing and individual needs

We will achieve this by:

- Developing our mechanisms to encourage feedback from everyone using our services and acting on this to make life better for patients
- Encouraging open discussions within the hospice team and with partners so that we learn from complaints, concerns and compliments
- Embedding opportunities in our local area for people to find out about the hospice and talk to us about what would help them continue to live well until they die
- Ensuring that this feedback is used to shape, develop and influence end of life care in Greenwich and Bexley

Key metrics:

- All patients and families will be given the opportunity to feedback or comment about the care they receive
- We will hold at least two public events each year to listen to feedback and hear from local people to help shape our services and respond to their needs
- By 2027 at least a third of patients and families will take up the opportunity to provide feedback through Views on Care, iWantGreatCare and/or Voices
- A sample of at least 20 patients or family members each year will be invited to participate in a face to face discussion with us, so that we can listen to their views and hear how we can improve their care



‘You matter because you are you, and you matter to the end of your life. We will do all we can, not only to help you die peacefully but also to live until you die.’

Dame Cicely Saunders

PRIORITY 2

EMPOWERING COLLEAGUES



Growing and empowering our hospice team, working to our strengths alongside system partners and developing others to give the best support they can to dying people and their families

We will achieve this by:

- Living our values, making our service to the community our motivation to continually learn and grow
- Implementing our 'People Plan', which will help us to build our staffing capacity and support the resilience, recognition, health and wellbeing of all of our people and help us to attract, retain and fully utilise staff and volunteers' knowledge and skills across the whole charity
- Listening to colleagues through supervision, appraisal and developmental meetings and ensuring that this feedback is used to shape, develop and influence our 'People Plan'
- Expanding and developing our education offer for external professionals and the public
- Working effectively with our partners to deliver our shared 'Home First' vision, supported by strengthened and accessible hospice-provided inpatient and outpatient services
- Improving our support for family carers before and after death

Key metrics:

- 20% improvement in completion of staff surveys by 2027
- Improvements in staff recruitment and retention
- Demonstrable change in the demographic profile of our volunteer workforce to match the community
- Annual publication of a report which captures the impact of our education for staff working in partner organisations
- Annual reporting and analysis of the number and proportion of people dying at home and in hospice, plus systemwide action planning to identify and address challenges which prevent this

‘I’ve seen a change in perspective for the hospice, looking beyond service specs and challenging the system on what’s best for the patient....

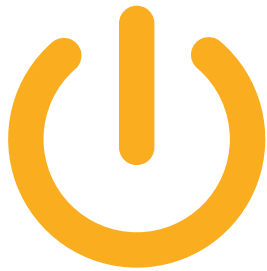
Flexibility on how staff and resources are used has really been a breath of fresh air and pushed us all as organisations.’

Shaping the future of Greenwich & Bexley Community Hospice –
Insights report – Nesta 2021



PRIORITY 3

DIGITAL



Making the most of digital technology to assist us in delivering outstanding care, increasing reach, demonstrating impact and maximising income

We will achieve this by:

- Implementing a digital strategy which focuses on long-term sustainability, development of accessible and responsive services and embeds effective governance
- Developing a strategy which enables us to improve our use of information to demonstrate our impact and reach and to help us to understand performance/ inequalities
- Harness digital technology in our income generation and communications to help us achieve a sustainable future

Key metrics:

- Number of unique patients seen
- Develop and achieve our annual equalities targets
- Proportion of people dying in Greenwich and Bexley who have been supported by the hospice
- Implementation of OACC¹ and regular reporting to assess outcomes
- 20% Growth in voluntary income

‘While technology is not the answer to every challenge the hospice faces, there are significant opportunities in almost all areas of work. If Greenwich & Bexley Community Hospice pursues a digital-forward agenda, in the longer term it could become a leader for digital transformation in the end of life sector.’

GBCH Digital Maturity
Discovery Report 2021 – Julie Dodd
(New Reality Consulting)



OUR VALUES



Working together

The hospice will never be able to achieve our vision if we try to do it alone; we have much more impact when we work together across teams and disciplines, with partner organisations, the community, our patients and their families to make sure that we focus on the right things and make the biggest and best impact we can.



Caring for and supporting one another

If we care for one another then our community will feel reassured that we will care for them when they need it too. The work we do can be difficult, so supporting one another, acknowledging our differences, our strengths and weaknesses will help us give the best we can, and help us work as a team which is kind to one another, listens, challenges, is empowered to find solutions to problems and feels valued regardless of role.



Respect and professionalism

By being a diverse organisation we can include people with a range of knowledge and skills to achieve our vision. If we engage with this diversity, acknowledging that everyone contributes to achieving our goal and if we act professionally and treat others as we would like to be treated, we will learn from others and instil confidence in the hospice so that when local people need our care they are less anxious and fearful about approaching us.



Striving for the best and being forward thinking

We should never be complacent about the care that we provide or the work that we do; by seeking feedback, reflecting on our work, learning from others and continuously improving, we will maintain our ambition to be the best and to lead others to give expert care, support and education to dying people in Greenwich and Bexley. If we pay attention to the small things, the more difficult things will be easier to achieve.

THANK YOU

An annual operational plan will support this strategy, the plan will include key performance indicators (KPIs) to track progress against our priorities. The Senior Leadership Team will monitor these KPIs and report progress/any risks to the Hospice Board.

The strategy will also require continued support from our local communities to raise the vital funds we need. We are incredibly grateful for all of your support. We would also like to thank everyone who has worked with us to develop this strategy and welcome their ongoing commitment to helping us deliver our hospice vision.

BACKGROUND INFORMATION

Since the start of the COVID-19 pandemic, the need for our care has grown by 20%. In addition, patients referred for our care have more complex needs due to late diagnosis, missed treatments, a higher prevalence of mental health challenges and increased deprivation/ socio-economic factors. Throughout the country, our ageing population has resulted in an increase in people with terminal illness and we expect a further anticipated growth in need for palliative and end of life care over the next ten years. We are working as part of the Integrated Care System for South East London and the goal we share with our partners is to support as many people as we can to remain as independent as possible in their own homes, rather than requiring prolonged care in hospital or admission to residential settings.

In September 2020 we launched our Recovery and Transformation Programme (RTP) which focused on the following key areas of adaptation in the post-COVID world:

- Service Transformation
- Retail and Commercial Development
- Refreshing Volunteering
- Fundraising Development
- Staff Wellbeing and Development
- Stakeholder Engagement
- Equality, Diversity and Inclusion

As part of this programme, we commissioned two reports:

- Shaping the future of Greenwich & Bexley Community Hospice – Insights report – Nesta 2021
- GBCH Digital Maturity Discovery Report 2021 - Julie Dodd (New Reality Consulting)

Much has been learned and achieved throughout the RTP and we are now in a position to move forward with the next phase of our development. This will include a greater emphasis on our community provision, volunteer delivered services and a reimagining of our outpatient services. We will continue to invest in the development and wellbeing of our workforce and will actively challenge inequalities. We have strengthened much of our income generation activity through the RTP process and will continue to build on this and our relationships with our supporters and partners through the next phase.

We have seen how impactful new ways of working, including the use of digital, can be through the work we have already achieved to enable us to reach more people and continue to deliver our exceptional hospice care where it is really needed – closer to home.

We have also implemented a significant number of improvements to our governance throughout the last two years, including recruitment of seven new trustees with specific and much needed expertise, the establishment of a trading board and workforce committee and the appointment of a new Director of Care and Service Transformation. The Board and Senior Leadership Team will continue to work together to strive for excellence in all that we do to ensure that our hospice continues to be a well-respected and valued community asset for many years to come.

PLAN ON A PAGE

OUR VISION

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HOW WE WILL ACHIEVE IT

We will support and care for people facing death and those close to them, their families and professional carers, acting as a system and community leader and connector, supporting others and delivering expert care.

We will be generous with our skill and expertise to increase the profile of end of life issues and hospice care, improving access and extending reach across the community and the health and care system.

WHAT WILL SUPPORT IT

We will work within our own services and in partnership with others to help patients **maintain connections** with their community and maximise their **quality of life**.

We will be creative in our approach to care, actively listening and **reimagining support** to respond to **diverse needs** and the challenges our patients and communities face.

We will utilise our resources as efficiently and effectively as possible so that we **remain sustainable** and can continue to **provide care** and support long into the future.

We will recruit, develop and retain the best people, **creating opportunities** and an environment for all of our staff so that they can be their **true selves and perform at their best**.

OUR PRIORITIES



LISTENING

Listening to all voices in our community, understanding their stories and challenging inequalities so that we develop support which is responsive, compassionate and flexible to meet differing and individual needs.



EMPOWERING COLLEAGUES

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Greenwich & Bexley
Community Hospice



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