

St Teresa's Hospice

Strategic Plan 2024 - 2027

Reg Charity No. 518394

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Introduction From Our Chair and Chief Executive

We are delighted to share with you our new three-year strategic plan, a roadmap that reflects our commitment to providing compassionate, high-quality palliative and end-of-life care for our community. This strategy outlines our Vision, our Values and our Strategic Objectives. It builds on our strengths and sets ambitious goals to ensure that all individuals facing life-limiting illnesses, along with their loved ones, receive the dignified, holistic care they deserve.

St Teresa's is home to incredible staff and volunteers who are deeply committed to helping those in need, ensuring that patients remain at the heart of everything we do. When we set out to develop our new strategy, we knew it was essential to gather input from a wide range of voices to ensure it genuinely reflects local needs and aligns with broader health and care system priorities. We reached

out to key stakeholders and were fortunate to receive an enthusiastic response from many eager to contribute.

Our hospice team, board and key stakeholders have collaborated to identify key priorities that align with our mission and respond to the growing needs of our community. With a focus on sustainability, workforce development, enhanced service delivery and strong community partnerships, this plan lays a solid foundation for the future.

This strategic review sets a clear path forward, prioritising holistic, patient-centred care while responding to challenges in funding, demand and resource allocation.

As we embark on this new chapter we are excited to work together with our workforce, community, partners and supporters to bring this vision to life. Together we can expand our

reach, strengthen our services and ensure that our hospice continues to be a welcoming and supportive space for all who need us.

Thank you for your continued support and trust in our mission. We look forward to the journey ahead as we build on our legacy of care and compassion.



Our Key Words

We think it is important to mention some of the key words we use throughout this Strategy. We hope this helps people understand what we mean when we use them.



Palliative Care

Palliative care is defined by the World Health Organisation as an approach that improves the quality of life of patients and their families who are facing problems associated with life-limiting illness, usually progressive. It prevents and relieves suffering through the early identification, correct assessment and treatment of pain and other problems whether physical, psychosocial or spiritual. Being offered palliative care does not always mean that someone is going to die soon. Often palliative care is given over a long period of time, sometimes several years.



End of Life Care

End of life care is focused on helping individuals make the most of the time they have left, regardless of whether that time spans months, weeks or days. It involves understanding their needs and listening to their wishes to ensure they receive the right treatment and support during this time.

Most importantly, it prioritises their comfort as they approach the end of life, ensuring a compassionate and dignified death.

Our Story

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

For nearly 40 years we have been delivering palliative and end of life care to individuals across Darlington, North Yorkshire and South Durham.

What began as a small home care volunteer team has now developed into a comprehensive hospice offering a wide range of holistic services. These include: our wellbeing hub, hospice at home, inpatient care, lymphoedema care, complementary therapies and family support, all designed to support and assist those we serve.

Our care seeks to improve quality of life in various ways, such as support and advice on symptom control, emotional and spiritual care, social care and providing personal care when it is needed at the end of life.



We help over 1200 people every year.

We have an involvement with 18% of residents who have died in Darlington.

98% of service users would recommend us to their friends and family.

93% of our patients achieve their preferred place of care.

How We Developed Our Strategy

In Autumn 2023 we embarked on our strategic review. This was a comprehensive process aimed at aligning St Teresa's Hospice's goals with the evolving needs of our community.

We revisited our founding documents, reflected on previous strategic plans and analysed current industry data. The aim was to build on past progress and ensure a data-driven approach.

We also gathered valuable insights by engaging with key stakeholders and gathering their input through surveys, interviews and workshops with teams and partners.

This highlighted key strengths and opportunities and would ensure our strategy reflects local needs and aligns with broader healthcare priorities.

The questions we asked were organised around four key themes.

Valued Aspects of Care:

We asked stakeholders what they appreciate most about St Teresa's work, the importance of end-of-life care and the core values that define the hospice when at its best.

Community Engagement and Support:

We explored how we could best support the community, how stakeholders refer to the hospice and the desired future direction for the organisation.

Feedback and Improvement Opportunities:

We sought suggestions for change, including what the hospice should stop, continue, or introduce, as well as stakeholders' overall satisfaction with the services provided.

Recommendations and Ratings:

We asked stakeholders how likely they are to recommend St Teresa's Hospice and for their ratings of the hospice as a service provider.

Themes That Stood Out



Service Users

“ Staff take the time to listen, are caring and supportive. ”



Supporters

“ I would like more people to be aware of how positive a place it is. ”



External Stakeholders

“ We would like you to continue to provide holistic support to patients and families at the most difficult time in their lives. ”

Themes That Stood Out

Service Users

Service users highly value the care, support and companionship we provide, with feedback such as, “you care about the people you serve”, “I felt entirely alone until I discovered this” and “to be pain-free makes such a big difference to my quality of life.”

There were no suggestions for changes to our current services, with all expressing a desire for us to continue our work.

As one service user stated, “keep offering the current services,” another suggested, “let people know what’s available” and one wanted us “to make people understand that we are there for their families and carers too.”

Supporters

Supporters deeply value the hospice for its “sense of service within the community,” “patient care,” and “community spirit,” with words like care, professionalism and trust frequently used to describe us.

They do not want us to stop any activities but suggest “more publicity” and “raising awareness of our positive impact and available services.”

Ideas for the future include “raising the profile of the hospice” and “strengthening ties” to reach more people. They emphasised the importance of continuing to “be there for families” and “providing high-quality care and home visits.”

External Stakeholders

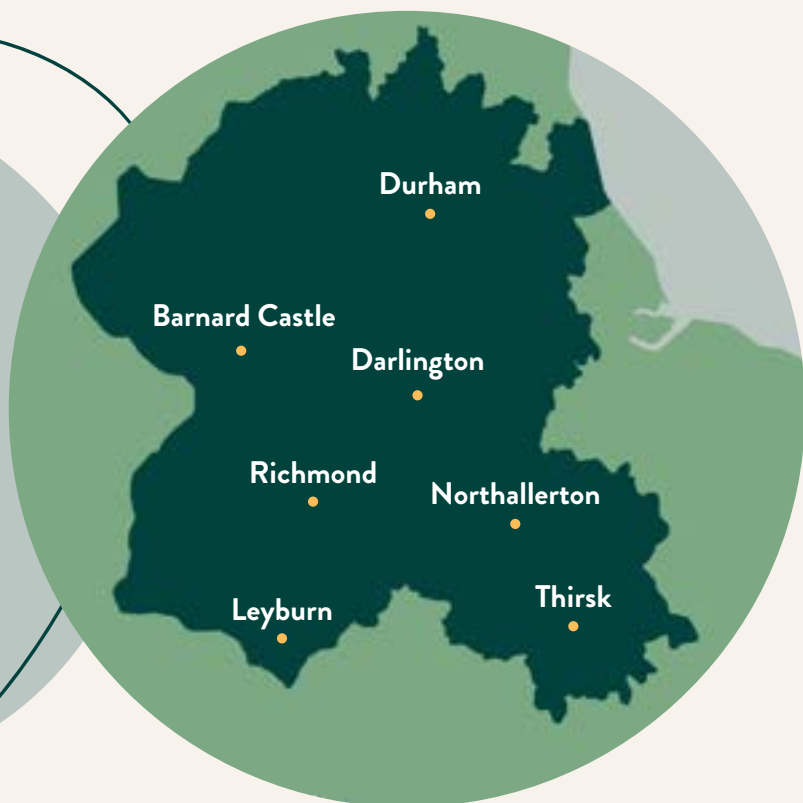
External stakeholders value our holistic, people-centred approach, with one remarking “everything they do is people-centred” and another recognising “the seamless support offered working with individuals and their families.”

There is a strong desire to see our essential services continue into the future along with suggestions to expand our reach, such as “maybe some open days, community events” and “expanding their facilities to allow more people to benefit.”

What We Know

What we know following this review about palliative and end of life care in our area.

We know that what we do makes a difference and looking forward we want to make a bigger difference for more people in our community.



Carers have **lower levels** of wellbeing compared with the general population.



Darlington is amongst the **10% most deprived** neighbourhoods in the country.



A palliative and end of life patient living in our area is more likely* to have an **emergency hospital admission** in the three months prior to death.

This is often distressing for the patient and their family and accounts for the bulk of the average **£4,500 cost for care** in the final three months of life.

*In Tees Valley 8.85% of deaths in 2019 had three or more emergency admissions compared with national average of 8%.

What We Know

For Tees Valley it is expected that by 2030 there will be an additional 40,736 people aged 70 and above.

From this we can ascertain that the requirement for adequate palliative and end of life care services will increase in the coming years.

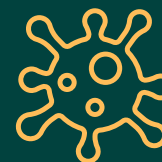
The proportion of people dying at home has been increasing for at least two decades.

This trend is projected to continue, with deaths at home and in care homes overtaking the number of deaths in hospitals and hospices by the 2030s and accounting for more than three-quarters of all deaths by 2040.

40,736 more people over 70 by 2030

Requirement for care will increase

Top four causes of deaths in adults in the North East



Cancer



Cardiovascular Disease



Chronic Respiratory Disease



Neurological Disorders



66% of people say they want to die at home but only 29% do.

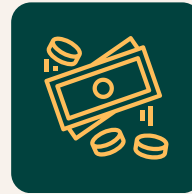
Hospital is the most common place of death at 44%.



Growing population plus more over 70's = increased chronic conditions plus more demand for palliative and end of life care.

The Challenges We Face

Demand for hospice care is set to rise by up to 42% by 2040.



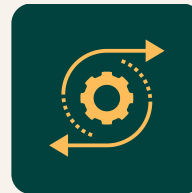
Operating **deficits** requiring a sustainable financial model.



Patients with more **complex** needs.



An **ageing** population.



Changes in **giving** trends, donor behaviour and engagement.



Recruitment of **volunteers**.

The Challenges We Face



Workforce challenges in recruitment and retention.



Increasing costs.



Uncertain future of the NHS.



Keeping up with digital advancements.



Statutory and voluntary funding uncertainty.



The need for hospice care has never been greater!

The Future

Our Strategy

Using these themes we have developed our strategic framework as illustrated in the following diagram.

At the top is our overarching vision, supported by four strategic pillars that represent our key areas of focus to achieve this vision. Each pillar contains specific objectives, along with strategies for how we will meet these objectives.

Underpinning this framework are our core values which reflect our organisational culture and will be visible in all that we do. These values guide how we work together to provide care for our community, as well as how we support one another within the hospice.

In total we have identified thirty-one priorities for the next three years, setting a clear direction for the hospice.

Over the coming months our teams will develop specific plans to achieve these goals, with progress monitored and reported to the board.



Our Mission and Vision



Our Mission

Our Mission sets out why we exist,
our purpose:

“To provide appropriate care to any person in the terminal phase of their illness and to support the whole family during this time and in bereavement.”



Our Vision

Our Vision sets out what we want to be known for,
what we are here to achieve:

“All in our community facing the end of their life are supported to live life to the full and die with dignity in a place that is right for them, knowing their loved ones are supported.”

Our Values

Our Values are our core beliefs.

They explain who we are, how we work, what we believe in and stand for:



A welcoming space

Creating a safe, shared and inclusive space where everyone feels valued and respected.



Dedicated to care

At our very heart is holistic care, comfort and dignity for all.



Compassion in all we do

Everything is centred on empathy, kindness, understanding and respect.



Support at every stage

We offer assistance, encouragement and guidance to everyone throughout their personal journey.



Excellence in everything

Delivering professionalism and the highest of standards in everything we do.

How We Will Achieve Our Objectives

Our Future (Sustainability)

How We Will Do It

By designing and implementing a robust financial sustainability plan which will ensure our services and our return on investment (ROI) to generate income is sustainable for the future.

By developing our governance framework to ensure we are a well-led hospice now and for the future.

By ensuring our clinical services are operating consistently at maximum efficiency (occupancy, length of stay, uptake, referral pathway, waiting lists, outcomes and impact).

By developing digital roadmaps for each of our business functions that align where possible, with the plans of our primary partners and, where appropriate, support integration outside of our internal networks.

Through utilising quality data to drive informed decisions. Ensuring that appropriate, robust information is accessible and used effectively to enable the provision of quality, safe care, to better target people in need of our support; to support financial, funding and strategic decisions and to provide assurance that we are delivering our services in line with good governance.

By delivering outstanding care for our supporters and improving the donor journey, recognising they are key to our stability.

Through exploring potential income-generating capabilities that align with our vision, mission and values via both commissioned services and voluntary and commercial income opportunities.

Through becoming a greener charity and striving to be as environmentally friendly as possible in our day-to-day operations.

How We Will Achieve Our Objectives

Our People

How We Will Do It

By designing and delivering on a new people strategy to ensure that St Teresa's has an empowered and skilled workforce for the future.

By using our values to create a positive culture, where everyone involved with St Teresa's feels welcomed and respected.

By reviewing the structure of the hospice and ensuring the right people are in the right roles.

By continuing to train and develop our staff and volunteers to deliver the highest level of quality and outstanding service to our community.

By developing a compelling case for choosing to work at St Teresa's, with appropriate remuneration, terms and conditions, wellbeing, agile working, other benefits and career development.

By developing longer term workforce plans for each of our services and business functions that consider current workforce pressures, our Environmental Social Governance (ESG) responsibilities, the changing nature of volunteering and the impact of an ageing workforce.

By increasing our staff and volunteer engagement so that our workforce is informed and actively participates and contributes to all aspects of the hospice.

By building a strong volunteer workforce across the organisation and making the best use of their skills and the most of their valuable contribution.

Through the development and support of our leaders and the identification of potential leaders of the future.

How We Will Achieve Our Objectives

Our Services

How We Will Do It

By taking a fresh look at how we deliver services to ensure our model of care is compatible with national trends, regional commissioning ambitions and the increasing and changing needs of our patients.

By striving for excellence using a continuous service improvement approach based on the new Care Quality Commission (CQC) framework.

Through ensuring our services are inclusive, accessible and appropriate to all who need them at the right time.

By revisiting how we gather and use feedback to monitor the quality of our services and ensure people with lived experience of life-limiting illness influence our service model.

By actively raising the profile of the hospice and driving awareness to ensure those who need our services know about us and can access our support.

By strengthening our relationships with the NHS, local authority and other partners to deliver a seamless service to our local community.

How We Will Achieve Our Objectives

Our Impact

How We Will Do It

By contributing our expertise in palliative and end of life care at relevant strategic forums to ensure hospice care, including its future development, remains a key focus.

By continuing to build effective relationships and collaborating with all relevant partners to ensure the hospice remains a valued provider in our local health and social care system.

By building trusting relationships with community organisations and leaders, working in partnership with them to break down barriers, real or perceived, to extend our reach so all who would benefit from our care, can.

Through driving awareness to ensure those who support us, know about us, and understand the difference they make.

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

By demonstrating our impact to our local communities, funders and care partners through improved use of data and information that highlights the difference we make.

By working in partnership with the NHS and other healthcare and voluntary organisations to optimise shared skills, expertise and resources.

Through developing forums for engagement with key hospice stakeholders.

Measuring our Success – Our Commitment To You

We will use our values and strategic aims as a key part of our recruitment process.

We will incorporate our values into daily operations and decision making. They will be part of the staff appraisal process to ensure that our strategy is embedded in all the work that we do.

We will develop a plan with actions, targets and measures that will detail the steps we take to deliver this strategy. This will be reported to the board and progress will be shared on the delivery of this strategy with our staff, volunteers, supporters, patients, their families and other key stakeholders.

We will continue to monitor the impact and outcomes of our services on those who need our care, their families and their carers.

“

**When we got mum into St Teresa's,
we could all relax. We didn't have to worry
about keeping mum safe and we got to
spend quality time with her.**

We felt enveloped in love and care.

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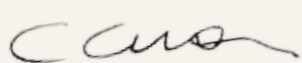
Moving Forward Together

We believe our strategy for the next three years will enable us to make significant improvements to our services and help us extend our reach, yet we know we cannot do this alone.

As always, we will rely on the support of our local communities to fundraise, volunteer and advocate on our behalf. We will need to work in partnership with the NHS and other charity organisations. We are deeply grateful for this support and are excited to move forward together with a renewed commitment and shared vision for the future.

Thank you to everyone who gave their time to contribute to the development of this strategy.

For more information about the hospice please contact us at St Teresa's Hospice, Darlington, or visit our website.



Carol Charlton
Chair Board of Trustees



Nicola Myers
Chief Executive



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