Introduction

Eden Valley Hospice and Jigsaw provide palliative and end of life care and support to adults and children with life-limiting and terminal illnesses. We provide the highest standards of nursing and medical and therapeutic care, delivered with compassion to patients when they need it most. To the families, friends and carers of our patients we extend the same loving support, help and counselling. Our specialist services are delivered by a multi-disciplinary team including doctors, nurses, counsellors, social workers, chaplains and therapists. Planned admissions include short term respite, symptom control and end of life care which is supportive and sensitive to the needs of the patient and their loved ones.

Across the adult unit and Jigsaw, we aim to help our patients enjoy a better quality of life, often enabling them to do things which they thought were not possible. It is a special place which is full of life with a focus on personalised care which reflects the needs and wishes of each individual adult and child.

Looking ahead

In setting our ambition for the next five years, we have considered our charitable purpose and how our communities can benefit most from the services we are able to offer.

In re-setting our strategy we have considered the changing demographics of our local population, the local context of the health and social care system and the challenges and opportunities within it, and the ambitions and objectives of the wider hospice movement as defined by Hospice UK.
Our strategy as described below defines what we hope to achieve both as part of the wider hospice movement, as well as part of the local system and to clearly articulate what we can offer on a day to day basis to patients and families in the area we serve.

Our aim is to make hospice care accessible locally to all who need or want it and to improve care across the county and beyond, by educating and supporting others in how care is delivered and how it can be improved upon.

While many of our objectives span both Jigsaw and Eden Valley Hospice, we recognise that the way in which services are provided from Jigsaw in the future requires particular attention if we are going to be best placed to meet the needs of children, young adults and their families in the county.

**Our Mission**

*By 2025 everyone in our community with life limiting conditions and palliative care needs will have access to excellent care in the right place at the right time.*

We recognise that the demand for our services is likely to change in future years and we need to consider how we can continue to deliver the high quality services of which we are so proud and which are so appreciated by our patients and families, in an environment of rising demand and changing demographics.

We intend to consider how our services can develop to enable us to care for more people whilst at the same time looking for new opportunities to increase the income which is so critical to future sustainability and will enable us to maximise the amount of our resources which we are able to direct to patient care.

**Strategic Aims**
Our strategic aims cover four key areas which broadly fall into the following categories:

1. **Innovate** – innovation in service delivery to maintain and further develop excellence in our standards of care and to provide care for all who need it in the community. Innovation and ambition in our approach to fund-raising and community engagement.

2. **Inspire** - We are lucky to enjoy a great reputation within our local community and are very grateful for the generous financial support we receive and the huge amount of time and goodwill offered by our volunteers and supporters – we must work hard to maintain the trust and respect of local people to inspire them to continue to give their support.

3. **Invest** – By its very nature the care we provide is expensive. It currently costs c£4 million to provide our existing services. With only around 20% of our funding provided by the NHS raising ongoing funds to sustain our services is a huge challenge and we are committed to continuing to promote and explore all aspects of income generation. Our strategy recognises that investment in our people together with rigorous financial management will ensure our resources are deployed most wisely to support our beneficiaries.

4. **Integrate** – the North Cumbria health and care system has recently been recognised by NHS England as one of 14 national exemplars of integrated working. This has the potential for north Cumbria to be at the forefront of the development of a fully integrated system which will change the relationships and priorities of providers and commissioners. Working with our partners in palliative care, we must make sure that the voice of hospice care is heard and the contribution we have to offer as a lead provider of palliative care is recognised.
Strategic Goals

1. INNOVATE

What are our objectives?
- Work with patients, families, carers, communities to understand their needs and what’s important to them
- Improve the availability of, access to and quality of our in-patient adult and day hospice services
- Become a Centre of Excellence in palliative care, providing support and training to staff across acute and community settings and empowering patients and their families through the provision of accessible information and support
- Be available 24/7 to people requiring support and advice
- Improve our “reach” to areas such as care homes, rural settings and acute hospital wards
- Maximise opportunities provided by digital advances and new technology to improve and extend care
- Increase the income derived from fundraising over the next five years

How will achieve them?
- Community, patient and professional engagement to create public discussion about palliative and end of life care
- Listen and respond to feedback from our staff, volunteers and trustees
- Review referral and admission criteria.
- Understand and agree optimum bed occupancy
- Understand how our services reflect demand through the use of quantitative as well as qualitative data
- Offer a broader range of supportive and therapeutic services
- Be the lead provider for palliative and end of life care services in north east Cumbria
- Develop practice-based research programme through partnership with the HE sector
- Develop training and education opportunities for professionals’ carers and patients
- Strengthen our team approach to palliative and end of life care through widening specialist input (e.g. dementia, cardiac teams)
- Scope the development of more services in the community, working with our partner organisations
- Use best practice evidence to make informed decisions
- Source IT advice and expertise to develop a digital strategy
- Increase retail performance
- Extend fundraising capacity and performance e.g. closer engagement with local companies
Expand number of players in our lottery
Explore opportunities to generate income through new services

2. INSPIRE

What are our objectives?
- Inspire our volunteers and communities to continue to support the hospice in any way they can.
- Inspire our staff through our culture and leadership and training and development
- Inspire our people to be our ambassadors
- Inspire our funders to continue to support the work of EVH and Jigsaw

How will we achieve them?
- Communicate effectively with staff and volunteers
- Create closer working relationships with other services
- Participate in local groups to promote the hospice services – eliminate fear/prejudices
- Clarify our values and behaviours that are intrinsic to our work
- Ensure all staff have annual appraisals and are supported with CPD
- Respond to and optimise developments in social media e.g. patient stories
- Develop a strategy to engage with and influence local leaders in health and social care and through the Health & Well-being Board

3. INVEST

What are our objectives?
- Invest in our people to deliver quality, sustainable, cost-effective services across the organisation
- Invest in training to maintain and further develop excellence in care
- Invest for growth and development, recognising potential for changing service delivery to reflect changing demand
Build organisational resilience through sound financial planning and investment
- Invest in technology to help us be as efficient as possible.

How will we achieve them?
- Develop training which meets identified learning & development needs of staff and volunteers
- Ensure we receive a sustainable funding contribution from the NHS which reflects increasing demand and is equivalent to at least the national average funding grant
- Explore new opportunities for working with partners
- Promote our services to create greater community awareness
- Enable new ventures e.g. a café, new retail outlets, on-line sales

4. INTEGRATE

What are our objectives?
- Work with our partners - local healthcare providers and the voluntary sector to ensure seamless care for our patients, regardless of the setting
- Continue to develop our plans for greater collaboration with Hospice at Home
- Understand the implications of the emerging Integrated Care System in North Cumbria and the opportunities and challenges which this may present
- Actively explore opportunities to influence the quality and coordination of care locally
- Promote best practice in palliative care through education and training and working with other specialists.

How will we achieve them?
- Provide out of hours support
- Provide a hub to coordinate palliative care services
- Create stronger links with other services to enable collaborative working e.g. GP practices
- Promote our expertise to key decision makers
- Create a strong and clear marketing and communication strategy