

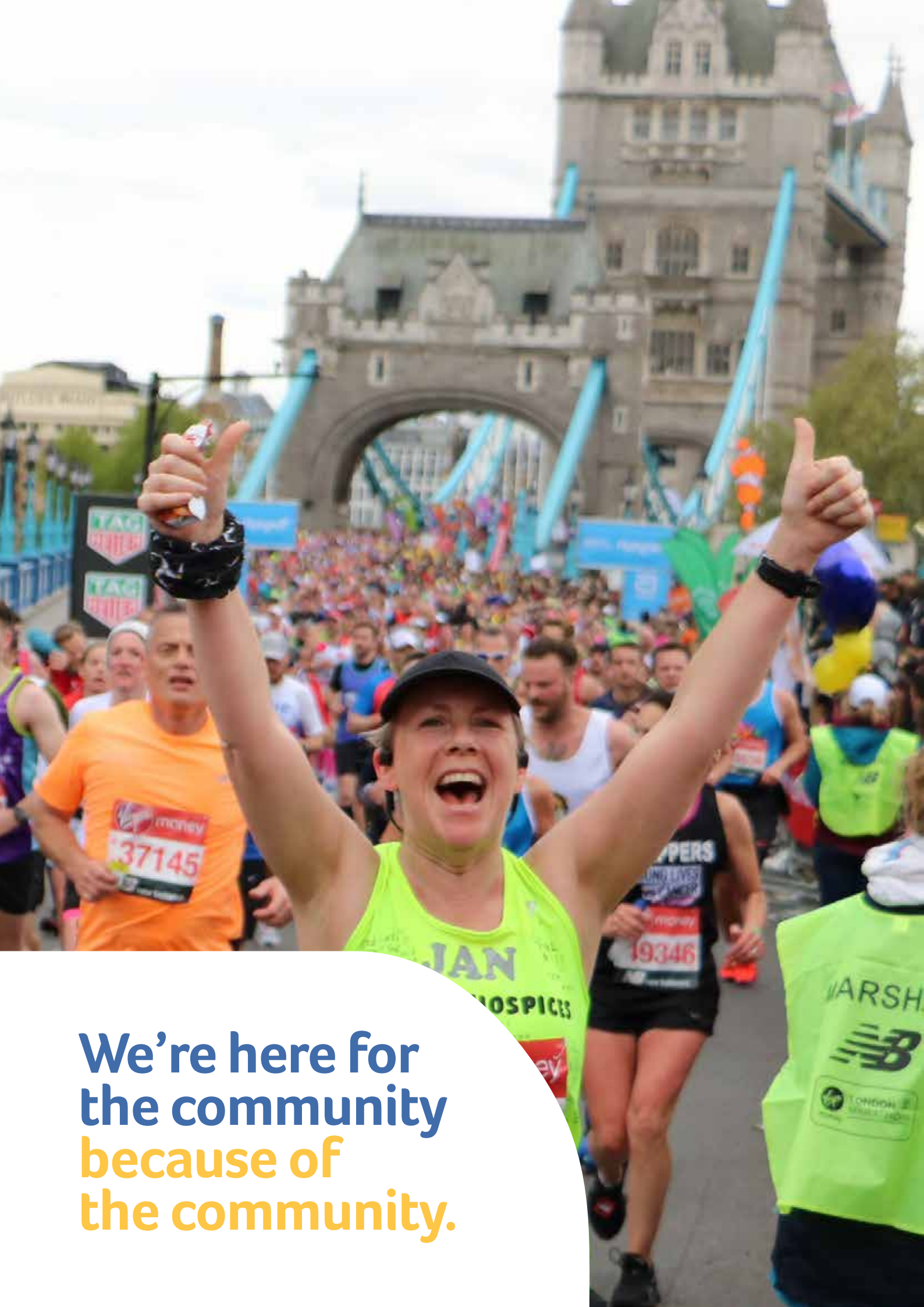
Havens
Hospices



Community, Choice and Challenge

Five Year Strategy for Havens Hospices 2022 - 2027

Every one of us
Making every day count.



**We're here for
the community
because of
the community.**



About Us

Havens Hospices provides palliative nursing and supportive care to adults, young people and children living with complex or incurable conditions across Essex.

Our specialist Care Teams can support them and their family living throughout illness, death and bereavement, in the comfort of their own home and through our hospice services, Fair Havens and Little Havens.

We're a registered charity, a company limited by guarantee and a registered provider of care with the Care Quality Commission. Holding overall responsibility is our Board of Trustees, with operational management led by our Chief Executive and Leadership Team.

Havens Hospices is a registered charity – not part of the NHS – and receives approximately 20% in statutory funding via local Clinical Commissioning Groups (CCGs). To bridge the gap in funding, the remainder of our income is fundraised from the local community. Our Income Generation Team consists of fundraisers and retail colleagues, arranging events, initiatives, campaigns and retail opportunities through our extensive network of shops and online presence.

Our vision at Havens Hospices is one where we are 'Making every day count.'

Creating a longer-term plan for care at Havens Hospices has been a blend of optimism and caution, trepidation and excitement.

On one hand, we know that demand for hospice care is increasing as our population is ageing and living for longer with complex health and social needs. The restrictions of the pandemic highlighted the fear and isolation that comes with illness, death and bereavement. We know that good, holistic hospice care can reverse this.

However, we're faced with significant challenges to provide this. As a charity relying heavily on donations, income may be the most obvious. The recruitment of healthcare staff is an issue facing the entire sector.

Resilience needs to be woven into the fabric of the organisation to ensure we are prepared to face any future health crises.

This strategy was created collaboratively; built on external research and reports, using data collated from our progress so far, projections from our local healthcare partners and the engagement and expertise of our workforce.

We believe the foundations are now in place to do something special – to provide more care, to more people at an earlier stage of their diagnosis.

Our Vision and Mission

Our Vision

Making every day count.



Our Mission

To offer the best possible palliative and supportive care, free from fear and barriers, where the patient and those important to them are always put first.



Our Values. Making every day count.

1 Care and compassion

We are driven by our desire to care for and help people with complex or incurable conditions. We focus on their quality of life, offering choice and support in 'Making every day count'.

3 Community

We work together as a charity and to serve our communities, to ensure everyone feels included, valued and respected for what they contribute.

2 Commitment

We are committed to putting other people's needs first. We seek to achieve fairness and equality by making our services inclusive and available to all who need them.

4 Courage

We listen calmly to others and respect different opinions and beliefs. We reflect and think before we act, seek to understand the consequences, overcome fears in making difficult decisions and accept that we can sometimes make mistakes.

5 Integrity

Our patients and families are at the heart of every decision we make. We are open, honest and transparent and every action is taken in good faith.





The external environment

With an ageing population*, more people wanting to die at home* and operating in areas of deprivation,* planning and providing hospice care for adults across Southend, Castle Point and Rochford is a complex issue.

For children and young people across Essex, we know those born with a complex or incurable condition are living into adulthood. This means the issue of transition between service and navigating the complicated world of healthcare systems can be daunting.

Coupled with the projection that, for every year from 2031, deaths are expected to reach ‘pandemic levels*’, there is a real threat to end-of-life care services.

Havens Hospices cannot address these issues alone. Collaboration is vital. We must join forces with our NHS partners, local charitable organisations and Community Interest Companies (CICs) to plan for the long-term implications for our society. We must also be ready to respond to immediate challenges that present themselves, like the pandemic and cost of living pressures.

* <https://www.ippr.org/news-and-media/press-releases/threat-to-end-of-life-care-services-as-deaths-expected-to-reach-pandemic-levels-every-year-from-2031-onwards>
<https://annual-public-health-report-southend.hub.arcgis.com/>
<https://www.theguardian.com/lifeandstyle/2015/apr/27/die-at-home-save-millions-nhs-palliative-care>

Key Documents

The following strategy was influenced by external reports and research:

- [NHS Long Term Plan 2019](#)
- [Ambitions for Palliative and End of Life Care 2021-2026](#) (including Children and Young People’s Specification)
- Mid and South Essex Health and Care Partnerships 2020-2025
- [Marie Curie Better End of Life Report 2021](#)
- [Hospice UK Future Vision Programme](#)

Our Ambition

To support everyone facing complex or incurable illnesses to live well and die well by providing access to quality compassionate care when they need it most.

Strategic Objectives

Throughout our strategic planning process, three key themes were recurring – areas of focus to which all of our activity is tied to.

Of course, over time the activities may change, especially due to uncertainties out of our control around the NHS, commissioning and the economic landscape. However, the drivers for why and how we provide our care will remain the same.

Community | Choice | Challenge



Community

To embed hospice care in all corners of our local community by reducing inequalities and working collaboratively with other healthcare providers.

Our community is everything – it's where our patients live, where our workforce operates and our source of income.

As a charity with a moral and social purpose, funded by our community – our duty and responsibility are to our community.

Last year there was a 25% increase in community deaths nationally. Hospices provide the highest standard of holistic care but should not be a luxury item reserved for a chosen few – everyone should have access to the best high-quality palliative care free from fear and barriers. Currently in south east Essex, only 3% of the dying adult population die within a hospice, whilst 27% die at home, 70% of adults still die in hospital*

We need to reduce inequalities and provide fairer access to care, especially for underrepresented groups, as demonstrated through the Hospice UK 'Equality in hospice and end of life care' report.

* <https://fingertips.phe.org.uk/profile/end-of-life/data>

* https://professionals.hospiceuk.org/docs/default-source/Policy-and-Campaigns/briefings-and-consultations documents-and-files/hospiceuk_equality_hospice_endoflife_care.pdf?sfvrsn=0

To do this, we will:

- Increase our Hospice at Home care for adults and children
- Empower local groups and charities supporting underrepresented communities experiencing barriers to hospice care through Compassionate Communities schemes
- Be present at more local events and within the education sector to support difficult conversations about death, dying and bereavement





Choice

To give true choice to patients over how, when and where they're cared for and to become an employer of choice for colleagues choosing a career in hospice care, and the services that support that.

Choice is a normal part of all our lives, but this can be removed through illness.

Transition from and within services at all ages and stages is inevitable but can be confusing, with potentially dozens of healthcare professionals involved in a patient's illness.

We want to empower and educate people to have choice and control in their healthcare, in their lives, and in their deaths. We want to reach people much earlier and support and empower people to independence, control and choice in their own outcomes.

To do this, we will:

- Remove barriers so people can make a direct and easier referral to our hospice services
- Create stronger transitional pathways in and out of care services for all ages
- Reach more people with different palliative conditions by widening our referral routes



Challenge

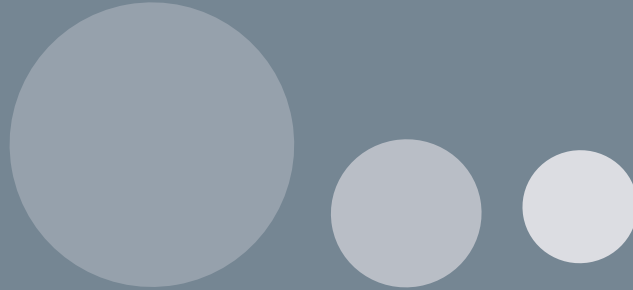
To challenge the narrative of hospice care and champion palliative and supportive care.

Hospices were built from passion – a belief that care for the dying could and should be done better. That ethos remains, questioning the status quo and never accepting ‘adequate’ as an answer.

We are the local experts in death, dying and bereavement. We shouldn’t be afraid of having challenging conversations – with our patients, families, healthcare partners or with each other.

To do this, we will:

- Challenge any system that isn’t putting the patient first, including our own
- Talk openly and honestly about the difficult subjects surrounding death
- Build relationships within Primary Care and Integrated Care Systems to ensure end of life care remains a strategic priority



Future Risks and Finances

The main threat to the provision of our hospice care is a shortage of workforce, an issue which permeates the entire sector.

Havens Hospices is adopting Agenda for Change salaries and aligning other benefits with the public and private sector. Education opportunities will continue to grow through the charity's Learning and Development department, including apprenticeships and formal qualifications.

Safeguarding is a continued risk for any provider of healthcare. As we extend our responsibilities through others in schemes such as Compassionate Communities, we need to maintain high levels of training, checks and due diligence.

Income for a charity always remains uncertain. Changes to the commissioning landscape could bring new opportunities depending on the diversification of our care services. It could mean a reduction in income if funds are diverted to other health or social priorities. If there is another health crisis on the scale of Covid, we need to consider how we would respond – what would our duty of care be to our community and healthcare partners?

The fundraising landscape has shifted significantly during Covid, so focus needs to be on growing voluntary income in a steady and sustainable fashion – growing and retaining loyal supporters to safeguard the future of Havens Hospices as an independent and autonomous provider of care.

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To give true **choice** to patients over how, when and where they are cared for

To **challenge** the narrative of hospice care and champion palliative and supportive care

Priorities

Prioritise our People

Elevating our Influence

Building a Stronger Future

Outcomes

Department strategy - every strategy must contribute to the priorities

Business plans - the high level activities that will achieve the department strategy

Department plans - detailed operational plans with team targets to work towards





How you can help

Community, Choice and Challenge extends to you, too. There are so many ways that you can engage with Havens Hospices as a supporter or stakeholder:

- Volunteer your time with roles available in every corner of Havens Hospices from the care floor to shop floor
- Raise money by organising your own activity, join in with one of our events, join our lottery or leave a legacy
- Choose a career in hospice care, with every job at Havens Hospices contributing towards the support we're giving local families
- Share your suggestions of what more we could be doing at Havens Hospices, or share your experience to help us continually improve our care

If you have any questions about our strategy, just get in touch.

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**Havens
Hospices**

Registered Charity Number 1022119

FIND US ON:



Registered with

