



ORGANISATIONAL STRATEGY 2024-29

EXECUTIVE SUMMARY

St Barnabas Hospice has a long and proud history of delivering outstanding palliative and end of life care to the people of Lincolnshire. Our reputation with the people we serve, and our stakeholders is justifiably excellent.

This strategy for 2024 - 2029 is aligned to both national and local policy and has been developed with three strong strategic priorities to meet the end-of-life care needs of the people we are privileged to serve.

We know this strategy is ambitious and has been developed against a framework of significant challenges.

The NHS in Lincolnshire is representative of the national picture of a challenging healthcare environment under pressure to meet the growing demand of people requiring increasingly complex end-of-life care.

The Trust is facing these challenges against a backdrop of system changes to the commissioning and delivery of palliative services in response to nationally recognised healthcare inequalities and unmet demand for end-of-life care.

This is against a backdrop of nationally recognised inequalities and an unmet need for palliative and end of life care, which is also representative of the people we help in Lincolnshire. This is additionally compounded by workforce shortages and a decline in the economic environment, directly impacting the Hospice, through a significant downturn in income generation opportunities that are required to support us as a non-statutory provider of outstanding healthcare.

We are an independent charity and acknowledge that not all the specialist care provided is commissioned.

We acknowledge that St Barnabas needs to be fit for purpose in these uncertain times and we commit to ensure our care and services remain relevant, sustainable, and current to meet the needs of the people we care for.

In our previous strategy (2020 - 2023) we committed to:

Improve our estate and have undertaken **extensive high-quality refurbishment** of our clinical facilities across the County, to provide modern and welcoming facilities.

We have **invested in income generation** and embraced new ideas to raise funds including our new flagship Warehouse store in Lincoln, **embarked on a legacy strategy** and **new income generation campaigns**, and explored **new digital fundraising platforms**.

Our clinical teams have **worked collaboratively and in partnership with other healthcare providers increasing the number of patients receiving specialist care across all our services**.

Our **wellbeing teams** have **adapted services to meet new and increased demand** and have **developed new ways to support those who are bereaved**.

We have **invested in our workforce with training and education** and **embraced new roles** to help us **support more people** and provide **new, sustainable, and exciting career opportunities**.

We are proud of our achievements from 2020 to 2023 and are committed to building on these successes in the future.

It is against this background of opportunities and challenges that we have established our

THREE KEY STRATEGIC PRIORITIES:

- **TO BE THE SYSTEM PROVIDER OF CHOICE FOR SPECIALIST PALLIATIVE AND END OF LIFE CARE**
- **TO GROW OUR SERVICES TO MEET INCREASING DEMAND FOR CARE AND SUPPORT.**
- **TO REMAIN SUSTAINABLE AND RESILIENT FOR THE PEOPLE WE CARE FOR**

Under each strategic priority we have set out our aims and objectives of how we will work together with our own teams and those external to us to deliver our vision.



ABOUT US

St Barnabas Lincolnshire Hospice has been providing palliative and end of life care to communities across greater Lincolnshire since 1982. We employ over 300 staff and are supported by more than 900 volunteers. We provide holistic specialist palliative and end of life care in the County.

Our highly skilled and compassionate workforce includes volunteers, community nurses, allied health professionals, specialist doctors and nurses and other registered professionals who provide holistic and personalised care through a multidisciplinary approach across various care settings, and who work in close partnership with other providers of health and social care to support those facing the end of their life to live well.

St Barnabas is an independent charity and all the care provided is free of charge. Our annual budget is £14.7million with 40% funding provided through NHS Commissioned contracts with Lincolnshire Integrated Care Board. The remainder of our funds are made up from the generosity of the public we serve and through income generating activities including grants, our charity shops, and the Hospice lottery.

ABOUT OUR SERVICES

We deliver outstanding specialist palliative and end of life care to adults aged 18 and over across the county with any terminal illness, not just cancer.

We commit to providing personalised care and support through a whole-system approach, through collaboration and integrating with other services across health, social care, public health, and wider services around the person we care for.

We support people and those that care for them, we are experts in specialist palliative care and whilst we acknowledge the fact, we cannot care for everyone who needs our services, we commit to educate, support, mentor and encourage other healthcare providers and professionals to provide excellent palliative care.



OUR ANNUAL BUDGET IS

**£14.7
MILLION**
WITH
40%
FUNDING PROVIDED
THROUGH NHS COMMISSIONED
CONTRACTS WITH LINCOLNSHIRE
INTEGRATED CARE BOARD

WELLBEING SERVICES

Our wellbeing team provides a range of support including **counselling, spiritual and bereavement care**, through the **bereavement helpline, creative support groups** and **one to one counselling**.

Bereavement care is available to all adults across Lincolnshire irrespective of whether any other St Barnabas services have been involved.

Our team of **welfare and benefit advisors** provide guidance and help with benefit and grant applications to help alleviate the financial burden of a palliative illness. The team works closely with clinical staff to support the wellbeing needs of patients, their families and carers.



Tanya, Wellbeing dog

WELLBEING CENTRES

Our wellbeing centres are situated in Lincoln, Boston, Louth, Spalding, and Grantham, and provide care and support in modern high-quality premises with access to beautiful outside spaces.

The centres bring together all our clinical staff, including **Physiotherapists** and **Occupational therapists** and the **Wellbeing Teams**, and provide space for other healthcare providers to work alongside the Hospice to provide truly **holistic care**.

Our volunteers also provide significant input with **social activities** and **befriending**.

HOSPICE AT HOME

Our clinical teams work across the county **seven days a week**, providing care for people in their own homes.

We work collaboratively with other healthcare professionals to ensure that families are supported to enable their loved ones to **remain at home** if that is where they want to be.

OUR INPATIENT UNITS

We have two inpatient facilities: one in the north and one in the south of the county, equating to **17 beds**. We are the **only provider of specialist inpatient care beds in the county**.

We provide **11 beds** in **Lincoln** supported by a multidisciplinary team including specialist palliative care physicians, the unit also provides spiritual and pastoral care and bereavement support.

The unit has **specialist physician support 24 hours a day 7 days per week**.

The Hospice also provides **6 beds** in partnership with United Lincolnshire Hospitals Trust on the **Grantham Hospital site**. The Unit is a nurse-led facility with support from visiting General Practitioners and a St Barnabas specialist palliative care physician.

ADMIRAL NURSE SERVICE

A team of specialised nurses works closely with the Hospice multidisciplinary team to offer support for individuals and families with **complex and palliative needs due to dementia**.

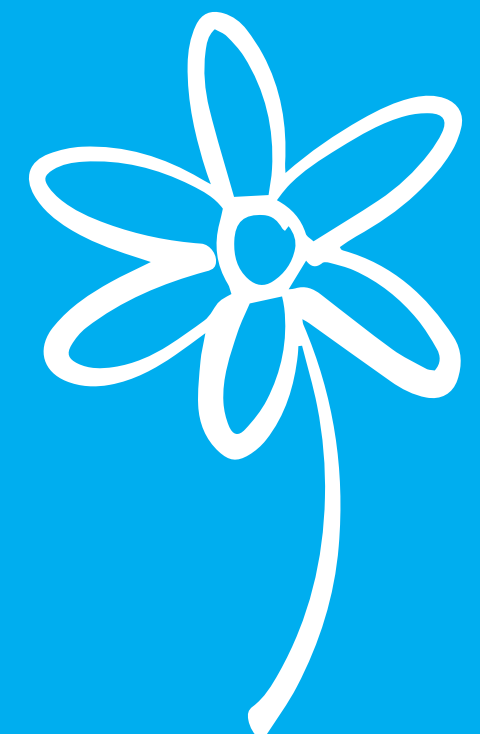
This assistance is available to the entire family and can include **psychosocial support, education, practical advice, referrals**, and liaison by experienced and knowledgeable professionals.

COMMUNITY CLINICAL NURSE SPECIALISTS

Experienced hospice Community Care Nurse Specialists (CCNS) and Adult Social Care Practitioners work together to provide **holistic assessment** and **support the early identification of palliative care needs**. The nurses are based in the acute trust and work collaboratively with many teams within the Trust including the Specialist Palliative Care Team.

The CCNS act as **role models, delivering informal and formal education** to support generalists in **identifying early palliative needs**.

They **facilitate ethical and multi-disciplinary decision making** and support ward staff with complex discharges including fast track to ensure **people achieve preferred place of care and death**.



OUR VISION, MISSION AND VALUES

We are a values-driven organisation. Our ambitions can only be fulfilled if our values are at the heart of everything we do. Our values have been created by our staff, and members of our communities, who committed to delivering these values daily in all that we do as a Hospice.

Having consulted a range of stakeholders we remain committed to our mission, vision, and values. Our mission defines how our strategic priorities support our focus for what we will commit to providing in collaboration with our patients, carers, partners staff and volunteers.

Our VISION

Our Vision is a world where dying with dignity, compassion and having choices is a fundamental part of a life.



Our MISSION

Our Mission is to ensure all individuals facing the end of their life in Lincolnshire receive dignified, compassionate care when they require it and where they ask for it.



Our VALUES

Aiming High

We reach for excellence and set the standard for others to follow. Celebrating individual and collective success and actively looking for ways to be even better.

Being Courageous

We push boundaries and provide challenge – standing up for what is right and supporting others to make a difference across all aspects of our work.

Working Better Together

We recognise the power of community; building connections and relationships which help us make a positive contribution.

Respecting and valuing all contributions - we are ONE team, united and inspired by our common purpose.

Having Heart

People are at the centre of all we do. We're proud of our ability to work in tough situations with resilience, empathy and kindness.

Doing It Right

We are ethical, honest and use resources respectfully. Taking responsibility for our actions and doing what we say we'll do – we challenge others to do the same.



Our commitment to

EQUALITY, DIVERSITY AND INCLUSION (EDI)

Our vision and values support our commitment to Equality, Diversity and Inclusion. We understand that people are different, and we will always commit to caring for people as individuals.

Our ambition is to reach out and provide care to people in Lincolnshire that might need our support whatever their circumstances. **We pledge to ensure that all of our services are accessible to all, and we will support people from all backgrounds and walks of life.**

We are respectful and willing to learn about the experience of others always, regardless of their race, culture gender, sexuality, religion, ability or age.



WHY OUR STRATEGY IS IMPORTANT TO THE HOSPICE

This strategy determines the direction of travel for St Barnabas for the next five years. It is important that we share this document with our partners and stakeholders, and we will use the strategy to guide and determine the services we deliver.

Our strategy supports the delivery of both national and local palliative and end of life care strategies, and the NHS long term plan, the Lincolnshire palliative and end of life care ambitions and work streams, the transformation plan for the County and the priorities that have been identified as a system collaborative.

As an integral partner and key stakeholder, we will commit to ensure we continue to work collaboratively and in partnership with the Lincolnshire Integrated Care System.

We pledge to ensure our services reach people in all localities across Lincolnshire and wherever people reside, by working alongside our trusted and esteemed colleagues in the primary care networks and adult social care.

HOW WE WILL DELIVER THE STRATEGY

The strategy is owned by St Barnabas Trust Board. We will deliver the priorities we have determined through a shared ambition at every level of our highly skilled workforce through a clear understanding of the strategic priorities we want to achieve, balanced with innovation and available resources to support new ways of working.

The strategy will guide our investments in the resources we require including:

PEOPLE



TIME



FUNDING

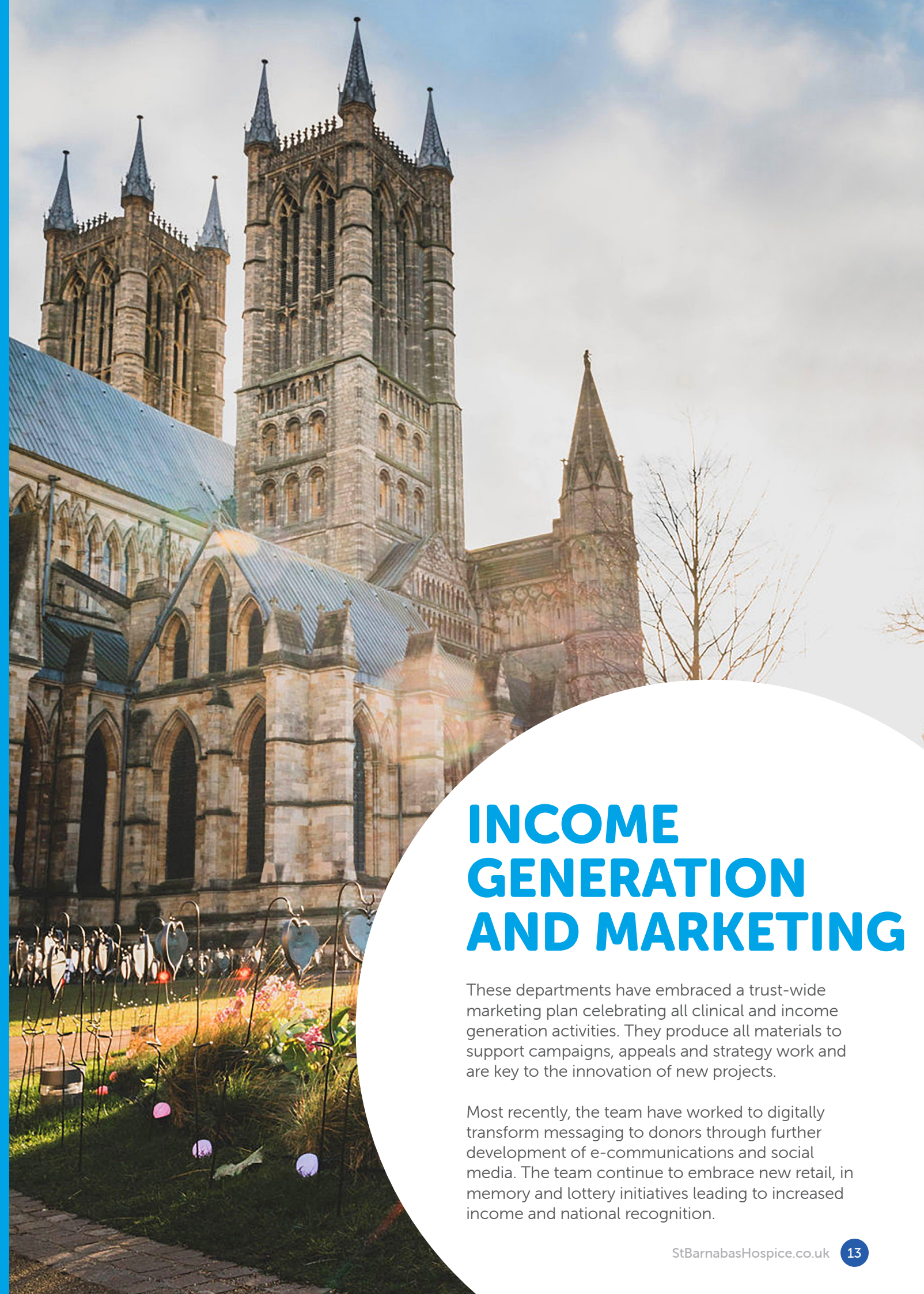


We regularly monitor progress in achieving outcomes through the hospice's governance framework. We commit to widening access to this strategy document through easy read formats and online versions, and in different languages to support all to contribute to our ambitions.



We are committed to excellence in all that we do and without our support functions the clinical services would not be able to deliver outstanding care.

We have modernised our processes and invested in our support functions and teams.



INCOME GENERATION AND MARKETING

These departments have embraced a trust-wide marketing plan celebrating all clinical and income generation activities. They produce all materials to support campaigns, appeals and strategy work and are key to the innovation of new projects.

Most recently, the team have worked to digitally transform messaging to donors through further development of e-communications and social media. The team continue to embrace new retail, in memory and lottery initiatives leading to increased income and national recognition.

WORKFORCE

Our workforce is our most valuable asset, and we have invested in the health and wellbeing of our workforce through a number of initiatives including access to health apps, webinars and resources, an Intranet which has raised awareness and access to programmes across the whole Trust, as well as the offering of in-house counselling services.

Being an inclusive employer is important to us, and our Equality Diversity and Inclusion forum has grown over the past three years with several initiatives that help staff feel involved and included.

We have introduced a range of new ways for staff to engage with colleagues and management, including recognition schemes and a suggestion forum.

We have embedded ourselves into several system wide workforce programme Boards, which enable us to access a range of opportunities for our workforce, whilst remaining true to our own employer of choice status.

Year on year we have improved on our overall employee engagement results and are proud to have increased our ranking each year in the Best Companies regional, national and sector lists, with accreditation as being an outstanding place to work.

LEADERS

Our leaders are key to supporting our workforce, and we have continued to develop our staff as leaders through internal workshops, online courses and access to national leadership programmes. Access to apprenticeships, in both clinical and non-clinical specialisms, have helped to promote new career and development pathways.

EDUCATION

We have made significant investment in our Education Team to not only ensure we remain compliant in an increasingly regulated healthcare and charity sector, but to also develop Education as business opportunity, benefiting the people of Lincolnshire as patients and the public.



INFORMATION MANAGEMENT & TECHNOLOGY

Over the last three years the Trust has invested significantly in Information Technology, including a new wide area network, replacement of servers, storage, and laptop hardware to improve remote working capability and provide a more robust and flexible infrastructure to meet the needs of both patients and staff.

The focus for the next phase of development will be the upgrade of principal back-office software systems to improve operational efficiency along with investment in data analytics, business intelligence, automation of routine tasks and exploring the potential benefits of artificial intelligence.

STAFF TESTIMONIAL



I can see the difference St Barnabas nurses make to people's lives every day. The care we give and the people we help makes me realise how much good is in the world.

I am a Hospice at Home nurse, so I visit people in their own homes around the Boston area. We do more than give medical care, we are also there to talk about the patient's other needs which St Barnabas teams may be able to help with.

This could include referring a patient or their family to counselling or other types of emotional and spiritual support, letting our welfare and benefits team know they need some financial advice, signpost them to our social groups, or whatever we think they might benefit from.

I am honoured to care for patients and support them to achieve a natural, calm, and settled end to their lives, surrounded by loved ones.

Danny Chester, Staff Nurse

STAFF TESTIMONIAL



My role as Wellbeing Practitioner within the Wellbeing Team, is varied and full of challenge, and I wouldn't have it any other way.

I joined St. Barnabas as a volunteer at the end of my counselling training, providing patients and bereaved individuals with emotional and psychological support, and volunteered on the Bereavement Line when it was first introduced. Little did I know, I would go on to facilitate Volunteer Peer to Peer Groups, Bereavement and Creative Groups as well as manage a counselling case load and learn new skills through provided CPD.

Our small team rise to the daily challenge to support as many people as we can, with the invaluable help of our dedicated volunteers, so that our clients have choice in how they can access support following a palliative diagnosis or those struggling with their grief.

Penny Marvin, Wellbeing Practitioner

THE DEMANDS WE FACE

THE PEOPLE WE CARE FOR

The number of deaths is projected to increase by **27%** by **2040**, alongside this the number of people living with four or more multiple and long-term conditions is set to double, the demand for specialist palliative and end of life care services will increase significantly.

The economic downturn has led to growing inequalities in the Lincolnshire and some of the communities we serve have both higher levels of deprivation and greater than average mortality rates.

Nationally there is a predicted rise in the size of the **over 65** population in the next two decades, locally **85%** of the Hospice caseload was over 65 in **2022/23**.

The top five neighbourhoods nationally with the oldest populations are all within the East Lindsey region of Lincolnshire.

The complex health and care needs of people is predicted to grow with an increasing number of people with chronic and long terms conditions, and the number of people diagnosed with Dementia is forecast to increase nationally by **35%** by **2025**.

The impact of an ageing population also affects carer roles, which coupled with an increase in the **over 65's** means that **1 in 3** people with caring responsibilities will be **over 65**.

More people in Lincolnshire are choosing to die at home, **80% died at home** in **2019** compared to **85%** in **2022/2023**.



THE NUMBER OF DEATHS IS PROJECTED TO INCREASE BY 27% BY 2040

FINANCIAL CHALLENGES

The economic downturn caused by soaring inflation throughout the second half of 2022 and continuing into 2023, culminated in a cost-of-living crisis negatively impacting income generation opportunities.

The squeeze on both individual and corporate disposable incomes has been reflected through stagnating income streams, challenges in recruiting supporters to mass participation events and high inflation with the result that costs have been rising faster than revenue.

The expectation is of a difficult fiscal environment over the short to medium term with deficits forecast over the next three-five years.

In response to this challenge, the Trust will seek to invest and strengthen the Income Generation infrastructure with a clear focus on understanding and engaging further with its supporter base, growth of our charity retail division with larger more attractive stores, commercialisation of our education department, embracing opportunities to develop an income stream from our estate and improving operational efficiency through investment in IT and automation.

With the changes that are happening in the delivery of end-of-life care services in the County there a likelihood that we will see competition for contracts from other providers of care.





WORKFORCE

Nationally there is a shortage of skilled and competent workforce, and the Hospice has to compete with statutory providers in terms of recruitment and retention.

The NHS Long term Plan for Workforce presents opportunities as well as risks, and as part of a Lincolnshire healthcare system, we are committing to supporting regional initiatives to bridge the supply shortage, whilst also recognising the challenges this brings in maintaining our own independence as an independent charity with our own financial and supply challenges.

Annual living wage increases, and the cost of living mean that pay continues to be a driver for recruitment and retention, but post pandemic the workforce also value a blended work life balance and put a high value on wellbeing.

The wants and needs across the generations are as different now as ever before, and an employee package and experience that meets the dynamic wants and needs of a varied workforce can be vast, particularly within a digital era.

REGULATION

The new Care Quality Commission single assessment framework is being implemented from 2023; the assessment model will replace set-piece inspections with continuous, 'multi-point' assessments designed to establish one clear understanding of what defines 'quality' care and 'good' service.



Photo courtesy of John Aron

THE VOICE OF OUR STAKEHOLDERS

The views of patient, carers, partners, staff, and volunteers are very important to us and have been valuable in developing this Strategy.

We have engaged with a broad range of stakeholders, asking them to reflect on our services and tell us what our strengths and areas of development are and why.

Our engagement has been conducted through online platforms, 1 to 1 meetings, an all-workforce survey, online, physical copies in our charity shops and Wellbeing centres and through engagement with external professionals and stakeholders and partners.

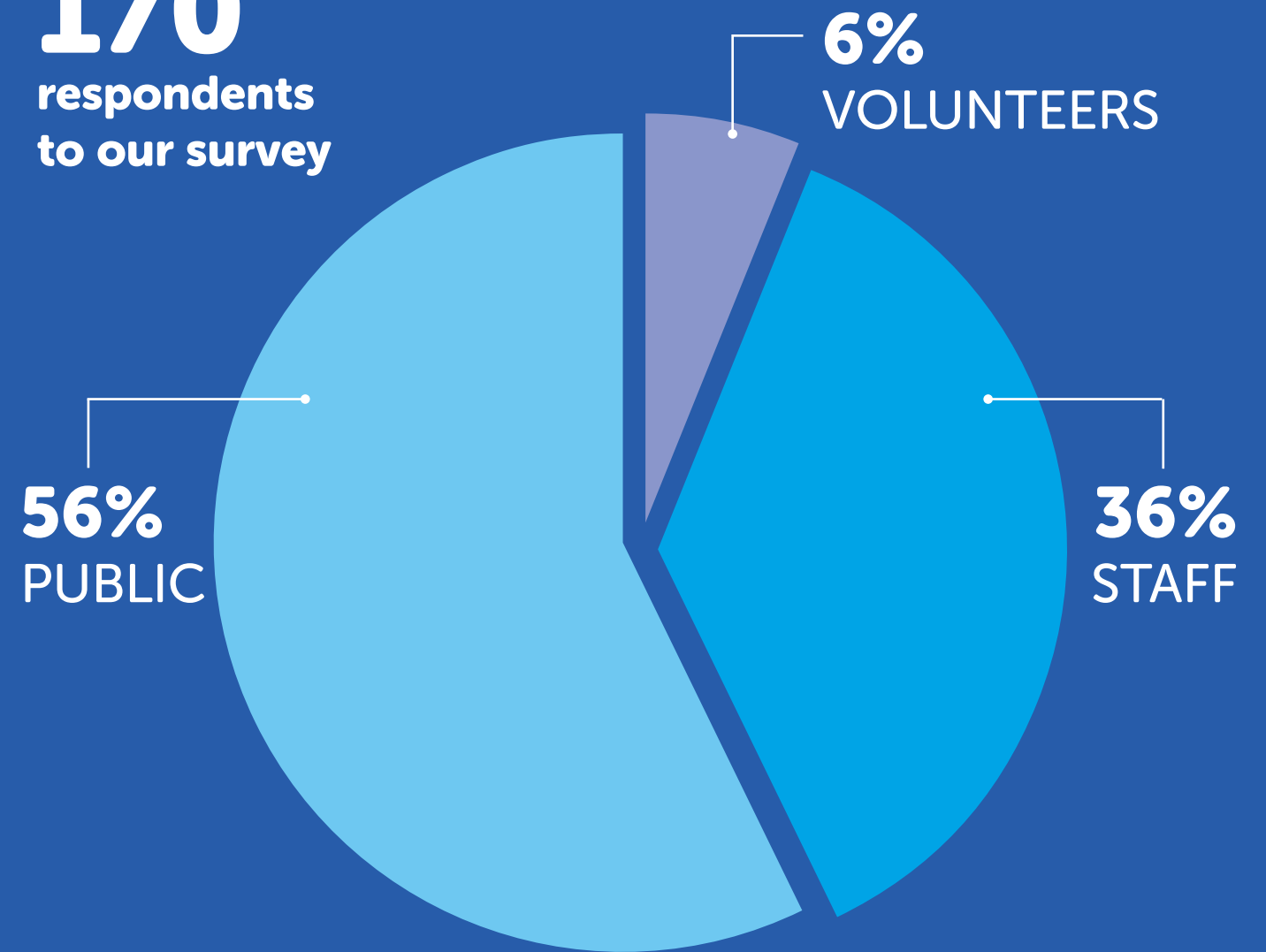


DON'T JUST TAKE OUR WORD FOR IT.

The views of the people we serve including patients, carers, families, staff and volunteers are important to us, and have been used in developing this strategy.

We have engaged with a broad range of stakeholders, asking them to reflect on the services we provide, by taking part in an anonymous survey. The survey has been shared extensively through 1 to 1 meetings, online forums and presentations, with physical copies in our charity shops and Wellbeing centres.

We had over
170
respondents
to our survey



Number of questionnaire respondents agreed with our mission, vision and values.



The feedback and themes from all respondents across all channels which have informed our development of this strategy, include:



INCREASE COMMUNICATION
ABOUT HOSPICE CARE AND IMPROVE
UNDERSTANDING OF WHAT THE HOSPICE
CAN PROVIDE

**EXPLORE
TRANSITIONAL AND
FAMILY SERVICES,**
INCLUDING THE
CARE OF CHILDREN

**DEVELOP
DEMENTIA
SERVICES**
FOR PATIENTS AND
THEIR CARERS

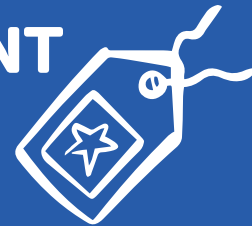


**INCREASE
COUNSELLING
AND BEREAVEMENT
SERVICES**

**PROVIDE
EDUCATION**
FOR OTHER PROFESSIONALS



**INVEST IN RETAIL
DEVELOPMENT**
ACROSS THE
WHOLE COUNTY



**IMPROVE REACH
TO UNDERREPRESENTED
COMMUNITIES**



**INCREASE
THE USE OF
WELLBEING
CENTRES
AND CARE IN THE
COMMUNITY**



YOU SAID:

Your **Inpatient and Hospice at Home care is phenomenal** and we don't know how we would have coped without it, so to be able to help more people like us is vital.

I was so grateful for what you gave to my partner and me - we wanted him to remain at home and **we could not have coped without St Barnabas' support**

You looked after my daughter in her final hours and days. **She could not have been looked after better.**

Your shops, especially our local book shop is amazing! I just couldn't manage without it! I go in with a big bagful and come out with an even bigger bag!! **Great service!** And the volunteers are always so cheerful and helpful.

We support St Barnabas as much as possible as without you not sure how we would of managed. **You were the only people who stepped in to help.**



ADDITIONAL FEEDBACK:

- Use an information/contact sticker on all of your second-hand books that you sell in your charity shops.
- If funding allows, more nurses to support the Lincolnshire public in need of your type of services.
- Go out and engage with the hard to reach groups and closer links with care homes.
- I think the services you offer are sufficient, but perhaps not being known about widely enough.

OUR AWARD WINNING HOSPICE OUR ACHIEVEMENTS

As well as a Reward and Recognition Scheme that sees on average 30 employees a year nominated by their colleagues for their work and dedication, we have been proud to have seen staff awarded national accolades including four employees receive a Cavell Star, 2 employees receive a Queens Nurse title and an employee receiving Retail Employee of the Year at the Charity Retail Association annual awards.

Our volunteers don't miss out, as annually we nominate six volunteers a year for the National Room to Reward Volunteer awards.



OUR THREE STRATEGIC PRIORITIES

PRIORITY

1

TO BE THE SYSTEM PROVIDER OF CHOICE FOR SPECIALIST PALLIATIVE AND END OF LIFE CARE

→ TO BE THE PROVIDER OF CHOICE FOR SPECIALIST PALLIATIVE CARE IN LINCOLNSHIRE.

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Co-production of our clinical services, working collaboratively with other providers of end-of-life care to improve access and meet the increased demand for outstanding hospice care.
- We are providing personalised holistic care to patients, embedding outcome measures to optimise symptom control and continuously improve the patient care.
- Wider reach of Hospice care to meet unmet need, including those who do not have a cancer diagnosis and minority groups, recognising what matters to individuals at the end of life.
- That our staff and volunteers can confidently describe the services the Hospice can offer and understand their role in delivering this strategy.

→ COLLABORATION LEADERSHIP AND INFLUENCE

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Influence support and delivery of the planned commissioning changes with other providers.
- Expansion of the reach of care to those not currently benefiting from the hospice approach, including the provision of education, support and mentoring of others delivering generalist palliative care.
- Expansion of disease specific care, including transitional care and an improved offer of psychosocial care offerings within our wellbeing centres.
- Increased engagement with patients and families through a coproduction approach to the development and introduction of new models of service provision.
- Exploring with our commissioners how the provision of a full countywide specialist multidisciplinary team and 7-day direct patient care model can support the Lincolnshire healthcare system.

→ TO LEAD ON EDUCATION AND RESEARCH INTO SPECIALIST PALLIATIVE AND END OF LIFE CARE IN LINCOLNSHIRE.

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- The development and participation into research that directly supports our work and helps us deliver our strategic ambitions.
- We are working in collaboration with academic establishments and other providers of end-of-life care both in the County and nationally to evaluate the effectiveness, outcomes, and impact of services we provide.
- Increased research and innovation capability and the development of new models of palliative and end of life care.
- Recognition of being the lead for palliative and end of life care education within the healthcare system, producing education modules that support the delivery of sustainable, responsive, personalised palliative and end of life care within both St Barnabas and the wider healthcare system.
- Increased investment in technological and digital developments to support safe and effective patient care and education.

→ MAINTAIN OUR OUTSTANDING RATING WITH CARE QUALITY COMMISSION THROUGH A PROGRAMME OF CONTINUOUS IMPROVEMENT.

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Benchmarking our services with other "outstanding" providers of Hospice Specialist Palliative Care.
- Developed a robust gap analysis and action plan against the newly published single assessment framework.
- Staff are confident with the newly published Care Quality Commission assessment framework in preparation for future inspection, and who feel comfortable in contributing to the regulators assessment process.

TO GROW OUR SERVICES
**TO MEET INCREASING
 DEMAND FOR CARE AND
 SUPPORT.**

➔ **TO GROW OUR SERVICES TO MEET INCREASING
 DEMAND FOR CARE AND SUPPORT.**

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Evidence of expansion of our services to new areas, both in terms of patient numbers and where the reach and influence of our services can be seen.
- Increased partnership working with the Primary Care Networks, and evidence of earlier identification and provision of care to those requiring palliative care.
- The production and delivery of accredited clinical and non-clinical education programmes to external providers, stakeholders, and the public.
- Recognition of the changing population and demographics, and the creation of innovative new ways to deliver care to those with health and social care needs.
- Increased reach and recognition of being the end-of-life care provider of choice through enhanced marketing and messaging.
- Increased data analysis capabilities, and critical interrogation of outcomes to develop and increase clinical services.
- Increased and improved patient and public engagement and the creation of a public engagement strategy that directly supports the development and evaluation of our services.

➔ **DEVELOP, DIVERSIFY, AND GROW INCOME GENERATION
 OPPORTUNITIES.**

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Our income generation streams will provide sustainable year on year growth to support Trust finances.
- We can evidence increased supporter engagement via our marketing campaigns, social media channels, visitors to our website, and other media platforms.
- Growth in the networking and reach with other income generation professionals, and the introduction of new opportunities and best practise.
- A critical review of our income generation team to ensure its fit for purpose to meet the required and expected growth in income.
- Increased volunteer roles and donated hours across our retail and fundraising teams.



TO REMAIN
**SUSTAINABLE AND
RESILIENT FOR THE
PEOPLE WE CARE FOR**

➔ **FINANCIAL SUSTAINABILITY**

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Vigilant governance and stewardship processes on the spending of charity money and resources.
- Decreased reliance on contract income and stronger independence by generating our own income.
- Reduction in overhead costs and increased efficiency through introduction of digital and automated processes, without compromising on our outstanding status.
- Investigation of outsourcing and sharing resources with other organisations to reduce costs where practicable.
- Exploring opportunities to increase revenue from the Trust estate.
- Achieving financial efficiency without compromising quality of services delivered.

➔ **ENVIRONMENTAL SUSTAINABILITY**

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- The introduction of an environmental policy and action plan that achieves a reduction in our carbon footprint.
- Reducing our reliance on fossil fuels to heat and cool buildings and invest in the use of energy-efficient appliances to reduce energy consumption.
- Procurement of green vehicles when purchasing or replacing vehicles for the Trust and staff.
- A hybrid working model and culture, using remote working tools effectively to reduce unnecessary travel.

➔ **WORKFORCE AND WORKPLACE SUSTAINABILITY**

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Workforce planning which will demonstrate that our workforce model has the capacity and capability and skills to deliver current, and anticipate future, service needs.
- The review and benchmarking of our practices and working conditions and an increase in workforce satisfaction and retention.
- The review and benchmarking of our practices and working conditions and the assurance that we have a culture of fairness, equality and inclusion.
- An increase our employer of choice brand status, and the confidence that our benefits and overall package is fit for purpose and meets the needs of new and existing staff.
- Opportunities to develop a diverse workforce, representative of the people we serve.
- Working in partnership with the healthcare system to ensure our workforce remains current and relevant in a changing healthcare system, including developing our team of volunteers to provide practical support for carers and families.
- The introduction of new opportunities for volunteers to support our services.
- Having more conversations about death and dying amongst our workforce, and within healthcare and the public.
- Collaboration with local schools, colleges, and universities to provide more opportunities to encourage people to work within hospice and palliative care – the future generation is our future workforce.
- Integration of in-house systems to create improve efficiency in back-office functions.

➔ **DEVELOP INFORMATION MANAGEMENT AND TECHNOLOGY**

WE WILL KNOW WE HAVE MET THIS PRIORITY WHEN WE CAN DEMONSTRATE:

- Investment in automation software to carry out routine administration processes more efficiently.
- Investment in business intelligence tools to provide insightful data analytics into our supporter database and identify opportunities to increase revenue.
- Enhanced data analytics around clinical performance to establish trends and support contract negotiations with commissioners.
- Exploration of how artificial intelligence tools can support and be introduced into our practices.

ENABLING STRATEGIES

We acknowledge that this Strategy is not a standalone document, each of the Hospices enabling strategies also contain a delivery plan which describes its' contribution to delivering our strategic priorities.

Our success in delivering this strategy will be dependent upon everyone understanding their part in helping to deliver our three strategic priorities and ambitions.

We are committed to ensuring that everyone is clear about how their individual role, responsibilities and behaviours support our collective ambitions and we plan to achieve this by developing action plans to inform the development of team objectives, and in turn, individual objectives through our annual appraisal and our organisational objectives so that the efforts and contributions of everyone working for the Hospice are aligned and understood.



CONCLUSION

What matters most to St Barnabas Lincolnshire Hospice is that those facing the end of their life and those important to them are supported to live well and have a meaningful life remaining.

We acknowledge the development of this Strategy coincides with a period of significant economic downturn and forecast global recession with consequences for high unemployment growing demand for care and inequalities. However, we commit to delivering outstanding end of life care to the people in the County for the next forty years.

We promise to continuously improve and develop our Services through innovation, collaboration, partnerships, and feedback from the people we care for and acknowledge we can't do this without our most important asset - our people.

We will strive to ensure we remain sustainable through effective financial stewardship, and we will grow our services to meet the needs of the increasing numbers of people who require our care now and for future generations, who will have different needs and expectations from the people we currently serve. We acknowledge this is a very ambitious strategy, but we are confident it will enable us to deliver significant developments and support us to extend the reach of our care and support.

We will commit to developing an action plan to prioritise the ambitions developed and will undertake constant review of the impact and efficacy of this strategy acknowledging we operate our services in uncertain and changing times.



How to *contact us*

If you would like further information please contact

Michelle Webb
Deputy Chief Executive

email: michelle.webb@stbarnabashospice.co.uk



Alternative language copies available:

If you would like this information in another language or format, please contact Marketing on **01522 559 504**

Aby otrzymać te informacje w innym języku lub formacie, prosimy o kontakt z działem marketingu pod numerem **01522 559 504**

Jei norėtumėte gauti šią informaciją kita kalba ar formatu, prašome kreiptis į Rinkodaros skyrių tel **01522 559 504**

Ja vēlaties saņemt šo informāciju citā valodā vai formātā, lūdzu, sazinieties ar Mārketinga nodaļu pa tālruni **01522 559 504**

Dacă doriți să aveți această informație în altă limbă sau alt format, vă rugăm să contactați Marketing la **01522 559 504**

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