

2021-2025

Strategic Plan





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Welcome to our Strategic Plan

The needs of patients, families, and the local community we serve is changing all the time and we recognise that we need to change too to meet those needs. This document sets out our ambitious plans and captures our passion for reaching more people and doing what we can to help those who need us.

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

Our strategy is focused on sustainable long-term impact and our ambition is for everyone to have the best possible end of life experience, including all the things that are important to people at the end of their life.

North London Hospice has traditionally enjoyed close relationships with the communities that we serve and, as such, have responded to local demands for new, or increased, care and support for people who are dying and bereaved. We are a major employer of professionals who have significant specialist skills, and we support professionals working in other settings to develop similar skills. Our Hospice will continue to play a crucial role in helping multiple services work effectively together to meet the needs and resilience of individuals living with a variety of conditions and in supporting people in transition between services, sectors, and specialisms.

North London Hospice is ideally placed to innovate in the development of new models of care and the skills needed to deliver this strategy and to be the leading provider in the future provision of specialist palliative care services across the Boroughs of Barnet, Enfield, and Haringey.





Our vision

The best of life, at the end of life, for everyone.



Our purpose

North London Hospice - working together to provide palliative care and support, when and where you need us most.



Our Values

C

Collaborative and learning

Share learning, educate and work supportively together.

O

Open and honest

Be clear and transparent in the way we work and respond to others.

R

Respectful and empowering

Be kind, enable and value everyone's contribution.

E

Equal and inclusive

Treat people fairly, be welcoming and involve them.

Strategic Ambitions





Ambition 1 – Our Reach

We will drive innovation and deliver quality through everything we do.

We will ensure outstanding care and support is at the heart of what we do, offering this across our community to those facing a life limiting illness. We will increase the number of people provided with personalised care through service and operational improvements, so that our hospice continues to play a vital role for the communities we serve. We will review services and support functions as appropriate, change models and delivery where necessary and develop new initiatives.

Ambition 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability.

We are committed to ensuring financial stability and long-term viability, whilst investing for growth and development. We will manage our resources to ensure we achieve the greatest impact with our work in our community. We will work together in partnership, and in an integrated way to achieve our ambitions. We will transform communication and information sharing and deliver improved systems and ways of working with investment in technology.

Ambition 3 – Our Commitment

We will value and support our staff and volunteers to do their jobs well .

We will recruit, retain, and invest in our people to be the best they can be. We will use our expertise and skills to improve, and deliver, the palliative care and support we pride ourselves on to more people across our community. We value equality, diversity and inclusion and will develop leadership and our workforce which is representative and responsive to the communities we support.

How will we do it

Ambition 1 – Our reach

We will drive innovation and deliver quality through everything we do

Strategic Objectives

We will increase the number of people provided with outstanding, personalised care through all our services

We will develop and launch our 4-year Clinical Strategy to support our Strategic Plan

We will increase the number of people we provide personalised care and support to each year by 5%

We will work with North Central London, partners, and within the Integrated Care System, to ensure equitable delivery of care and support, delivered through a Single Point of Access

We will review and relaunch our Health & Wellbeing Service, integrating existing services to reach out and engage more to achieve greater impact

We will review our In-Patient Unit and introduce new models of care and support to achieve greater impact

We will listen to feedback from patients and relatives and adopt a culture of continuous improvement



We will expand our care delivered at home, in the community, our advice, and other services through partnerships to offer 24-7 care and support to those who need it

We will review and introduce a 24 hours a day – 7 days a week - Community Palliative Care and Support Service

We will deliver a range of outreach projects and clinics offering accessible information, and models of care and support on health and social care issues

We will review and expand our Compassionate Neighbours programme

We will increase our support for bereaved people – we will partner with others to help us achieve this

We will increase our knowledge of the palliative care needs of the communities in our area and adapt care, support, services, and information to support them

We will deliver on a Community Engagement Strategy reaching into our communities and promoting our work around Equality, Diversity & Inclusion

We will review the data we collect and use greater analysis and outcomes to influence services, capacity, increase income and impact across our charity

We will use our knowledge and expertise to educate and train others

We will work in partnership using our expertise, skills, and knowledge to train others and help improve end of life care and support inside and outside the hospice

We will participate in research where it supports our work and helps us deliver our strategic ambitions

We will influence policy makers to appreciate, understand, and respond to, the needs of those living with a life-limiting illness



Ambition 2 – Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

Strategic Objectives

We will invest in skills, expertise, and systems so we work and communicate more effectively

We will launch a new Communication, Marketing and Digital Plan, showing our commitment to making a positive difference

We will invest in our workforce and digital infrastructure to ensure that we can communicate effectively with everyone

We will deliver an IT strategy and investment plan to ensure we have the key operating tools to deliver innovation, support patients, assistive technology and deliver our strategic ambitions

We will implement and deliver on an Income Generation strategy to support the delivery of our strategic ambitions

We will appraise all our portfolio of retail outlets and deliver a clear retail strategy that represents an optimum return on investment – increasing our retail income by at least 25% over the next 4 years

We will increase fundraising income by at least 25% over the next 4 years by growing our fundraising activity, including investing in growth where it delivers a key return on investment

We will integrate and improve digital technology through all our Income Generation activity

We will deliver on our long-term Financial Strategy to achieve a balanced budget by 2025





We will transform our hospice through investment, growth, and development

We will build organisational resilience through investment in our infrastructure

We will ensure our governance framework supports assurance and compliance and our commitment to be the best we can

We will innovate, engage, and actively respond to opportunities for working, sharing, and learning from each other

We will lead on partnership and collaboration with commissioners, providers, and suppliers, shaping how we design and deliver our clinical, patient, and other services that meet local need and have real impact

We will form partnerships with a range of organisations to achieve lasting improvements in the experiences of those using our services, central office functions and where initiatives add value

We will reduce our carbon footprint and environmental impact

We will develop and launch our commitment to the environment and introduce an improved working environment for staff and volunteers

We will reduce waste by printing less, recycling more in the offices and in our shops, and adopting greener procurement policies

Ambition 3 – Our Commitment

We will value and support our staff and volunteers to do their jobs well.

Strategic Objectives

We will continue to provide our staff and volunteers with enjoyable and rewarding experiences to be the best they can

We will publish and deliver on a new people strategy which transforms us from a 'good' to a 'great' organisation to work or volunteer for – promoting wellbeing for all

We will review our staff terms and conditions and launch a new Rewards Package ensuring it continues to be attractive, affordable, and positively positioned in the market, to be an employer of choice

We will review, develop, and implement improved processes to understand what works best for our existing staff and volunteers, and what could be improved to support retention

We will continue to train and develop our own professional workforce to deliver the highest level of quality and outstanding service

We will develop our leaders to not only look at performance and strategy, but also at what they can do to energise and motivate their teams to be their best

We will create a positive culture throughout North London Hospice, where diversity, inclusion and respect are core values and at the centre of all our activities and enable us to widen our reach and diversity in terms of staff, volunteers, and patients



We will ensure we train the best to be the best

We will continue to train and educate our staff, volunteers and ambassadors and explore how we can share our experience locally and nationally, across the NHS and within other organisations

We will explore, invest, and establish a learning and development service that delivers education inside and outside of North London Hospice, where there is a positive return on investment, adds value to our work and optimises income opportunities



The best of life, at the end of life, for everyone.

North London Hospice cares for patients with a life-limiting illness and supports their families, friends, and carers too. We care for patients in the communities of Barnet, Enfield and Haringey and in our Inpatient Unit in Finchley. The hospice was established in 1984 as the UK's first multi-faith hospice and each year we care for over 3,500 patients. We are an independent charity and provide all our care, free of charge.

If you would like this publication to be made available in accessible formats such as alternative languages, large print or audio, please speak to the Communication & Marketing Team on 020 8343 6806 or email CommunicationTeam@northlondonhospice.co.uk



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