



We want to help people
make the most of life
and have the best
end of life experience.

STRATEGIC PLAN 2023-2026



East Lancashire
Hospice

...making the most of life



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Welcome to our Strategic Plan

This strategic plan builds on the previous three years but understands that things have changed and sets out to identify the ways in which we need to develop in order to meet our priorities. The plan is ambitious and shows that we want to reach more people and be the best we can be.

We know that over the next few years, the demand for specialist palliative care will increase and we need to be ready to meet that need. The ways in which we do that will change and this plan seeks to guide us and make sure we are what people need us to be and adapt to new ways of working. The needs of our patients are changing and becoming more complex, to support them we must work collaboratively across our community to ensure the best outcomes. As a team we need to ensure that we are skilled and have the right knowledge and expertise to deliver the best care.

Ultimately, East Lancashire Hospice seeks to be the main, and preferred provider, of expert and specialist palliative care in Blackburn with Darwen, Ribble Valley and Hyndburn.

We want to help people make the most of life and have the best end of life experience. To do that we must be sustainable and adaptable into the future. We can't do everything at once and this strategic plan gives us the focus and tools to achieve our aims over the next three years and sets out clear priorities.



We commit to care, listen, respect and work together.

Our Hospice

East Lancashire Hospice – Supporting and caring for patients with a life limiting illness, and others important to them.

What do we do?

East Lancashire Hospice works within Blackburn with Darwen, Hyndburn and Ribble Valley to deliver specialist palliative care and support to people, their families and others important to them. We offer a range of different services at home, in the hospice, or both, and all dependent on the patient's needs. For one person we might provide symptom management and specialist end of life care but for another we might offer counselling, massage and art therapy. We work holistically to provide care that puts the individual's health and wellbeing at the centre of everything we do.

Our Vision

To enable people to make the most of life by focussing on what is important to them and helping them achieve the things that matter most.

Our Values

We commit to:

Care | Listen | Respect | Work Together

Our Aims

To Thrive - we will increase our resilience in all that we do

To Reach - we will increase the number of people we care for in the community and raise awareness of what we do

To Innovate - we will offer new services and constantly seek to develop new ways of delivering those services to meet the needs of our patients, their friends and families

In order to achieve these three aims we have set out four key priorities to help us get there.

What are our strategic priorities for 2023-2026?



Priority 1 - People

We will invest in and support our staff and volunteers to be the best they can be.

We know that our most important asset is our people, they are at the heart of everything we do. Because of this we will invest in upskilling and training our team to deliver excellence and we will support their health and wellbeing so they are equipped to do their job.

Priority 2 - Care

We will continue to innovate and develop our services to meet the needs of our diverse community.

The needs of our community have changed which means the way in which we deliver our services has changed too. To continue to meet our community's needs we will innovate, develop and grow our existing services, as well as look for more efficient ways to deliver care. Demand for our services to be delivered at home and out in the community is growing so we must be responsive to this and create the right environment for delivery. Our ageing population means an increase in demand for our services in the future and the clinical presentation of patients is becoming more complex.

Priority 3 - Digital Optimisation

We will ensure that our IT infrastructure and systems are robust, and support our ambitious strategy by providing digital solutions to the delivery and reach of our services.

The world we work within is ever changing and the need to be more digital in everything we do has never been so important. Digital optimisation will enable us to reach more people, it will create an agile working environment and most importantly, will improve the level of care and support we provide to our patients, their families and those important to them.

Priority 4 - Sustainability

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

It is crucial to our long term success and sustainability that we invest in key areas of the organisation that provide us with the support and tools we need to deliver our services, and remain the best we can be. Having a robust support structure that underpins all that we do will ensure we meet and exceed our ambitious plans and that we can continue to deliver our support and care long into the future.

How will we deliver our priorities?



Priority 1 - People

We will invest in and support our staff and volunteers to be the best they can be.

To do this:

- We will introduce a Head of Wellbeing, Support and Development to drive resilience and wellbeing throughout the organisation, recognising that our staff need to be supported in the right way to do their job
- We will refresh and implement an inclusive induction programme that welcomes new staff to the organisation and gives them the knowledge they need to grow and thrive in their role
- We will ensure that all of our staff have the knowledge and tools to do their job with a thorough training and development programme
- We will develop and implement a benefits package that rewards staff and makes us the charity of choice for employment
- We will consistently recruit new trustees to our board, ensuring a breadth of experience and knowledge is governing all that we do
- We will develop and implement a volunteer strategy that places volunteers at the centre of what we do and ensures growth of volunteer numbers

Priority 2 - Care

We will continue to innovate and develop our services to meet the needs of our diverse community.

To do this:

- We will develop and grow our Hospice at Home service, meeting the needs of our community and being there when people need us most
- We will explore and develop ways to make the best use of our Inpatient Unit
- We will ensure that we have the right range and breadth of skills in our people to deal with more complex patients
- We will work in collaboration to reach people in the community where they are, including marginalised and hard to reach people who need our care and support
- We will work to develop new models of care across all we do, using evidence, lived experience and co-production
- We will review and expand our Befriending Service so that the people in our community won't feel alone
- We will increase our support for bereaved people, families and young people, supporting them to make the most of life after bereavement
- We will develop and grow our Bathing Service
- We will work system wide and in partnership to provide a seamless pathway of integrated care
- We will continue to innovate and develop our catering facilities to support our patients, their families, those close to them and the wider community, by providing delicious food and a hub for the community
- We will use our expertise and knowledge to continue our education programme, within other organisations and the NHS, sharing knowledge to improve care for everyone in the community whenever we can
- We will demonstrate and tell people about our impact, and develop a quality account to report on our key successes and delivery



Priority 3 - Digital Optimisation

We will ensure that our IT infrastructure and systems are robust, and support our ambitious strategy by providing digital solutions to the delivery and reach of our services.

To do this:

- We will ensure digital is at the forefront of everything we do by developing and delivering an IT strategy, and investing in core operating tools
- We will appoint an IT services provider to support our work and help us be digitally fit and ready for the future
- We will recruit and develop an in house IT specialist to drive our optimisation and work across the hospice to initiate change and best practice
- We will deliver education and training to staff so that they can make the most of technology to do their jobs
- We will develop what data we collect and the way we use it to understand what we are achieving, in order to influence the delivery of our services, income generation and the demonstration of our impact



Priority 4 - Sustainability

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

To do this:

- We will ensure our governance framework delivers the highest levels of quality and compliance, and is constantly monitored to make sure we are the best we can be
- We will invest in our building and infrastructure, ensuring it is supporting us to deliver the best care
- We will implement and deliver an Income Generation Strategy that ensures long-term financial viability and will investigate new income streams
- We will increase fundraising income by at least 30% over the next 3 years, by investing in new income streams and growing existing and successful income streams
- We will implement a retail strategy that delivers growth and development in our portfolio, building on our existing success and increasing our income by 25% over the next 3 years
- We will launch a new Communications and Marketing plan to increase awareness and support in our community
- We will ensure our financial processes are robust and fit for purpose
- We will monitor our investments closely to ensure the best returns in an ethical and sustainable way
- We will develop and implement an environmental strategy that will reduce our carbon footprint and environmental impact



Making the most of life

East Lancashire Hospice works within Blackburn with Darwen, Hyndburn and Ribble Valley to deliver specialist palliative care and support to people, their families and those important to them. We offer a range of different services at home, in the hospice, or both, and all dependent on the patient's needs. We work holistically to provide care that puts the individual's health and wellbeing at the centre of everything we do. We care for more than 1,500 people each year and it's delivered free of charge as we are an independent charity. Most of our income is generated through the generous support of our community and supporters for which we are hugely grateful.

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