



# Everyday, Everyone.

Dorothy House Strategic Plan 2018–2025



**Dorothy  
House**  
HOSPICE CARE

# Building for the future

For forty years we have shaped our care to meet patient demand. Now we are looking to the future. Our bold and ambitious 7-year Strategic Plan addresses the challenge of how we will serve the growing and changing needs of our community without compromising our values or the excellence of our care.

**Our mission is to ensure that everyone has access to outstanding palliative and end of life care. We have the expertise and the knowledge of our community and the wider landscape to do this, but we face considerable challenges.**

Our growing, elderly population with more complex care needs means that we will need to do more for increasing numbers, but with less public money. There are now more people who need our care, more who need support earlier following diagnosis, more who want to live life to its fullest potential, more who want to be cared for and die at home rather than in hospital and more whose families and carers need our help, both pre- and post-bereavement.

We will meet these challenges by:

- Keeping our patients, their families, carers and our people at the heart of everything we do
- Partnering with others to develop the services our communities need in the locations they want
- Maintaining financial stewardship and outstanding governance
- Delivering outstanding care and excellence throughout our community

- Constantly evolving and embracing change and innovation
- Engaging with our community earlier and leading the conversation about death and dying
- Preparing and equipping society to embrace the reality that death is a part of life

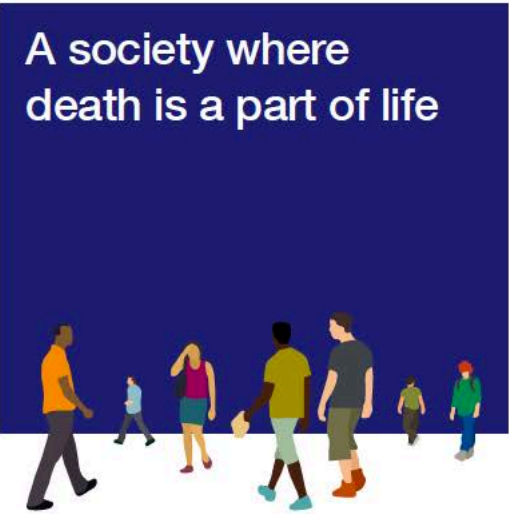
These goals would be impossible to achieve without the foundations on which we are built – our people – those that work for us and with us.

The plan for our future is brave and ambitious as we continue to serve our community.





# Our vision

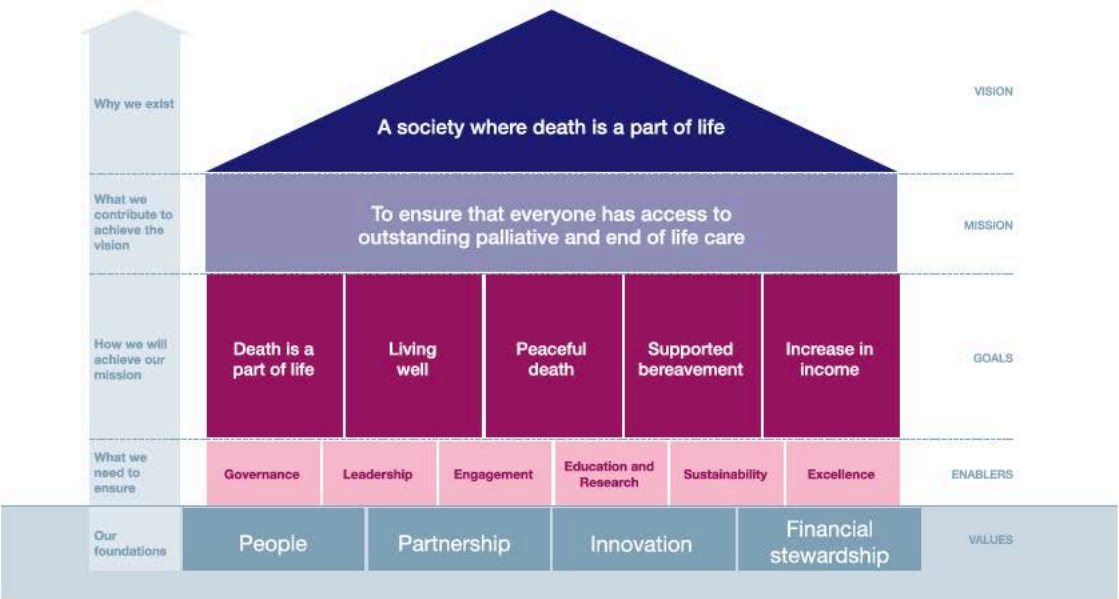


# Our mission



# Our strategic house

*This house diagram visually illustrates our Strategic Plan 2018-2025. It shows the foundations/values we are built on and the pathway we will take to ensure we meet the challenges ahead.*





## Our enablers and values

### Governance

We will pursue excellence and continuous development, ensuring that these are embedded in all that we do, across the organisation.

### Leadership

We will lead in a manner that motivates and inspires the organisations and the communities with whom we work.

### Engagement

We will be clear on intent and outcomes with all stakeholders and regularly confirm their understanding.

### Education & Research

Will be at the heart of everything we do.

### Sustainability

We will fund our mission effectively with the right people, partners and resources in the right place, at the right time.

### Excellence

We will ensure that the highest standards are maintained and exceeded.

### People



### Partnership



### Innovation



### Financial stewardship



## Out in the open

### Goal 1 - Death is a part of life

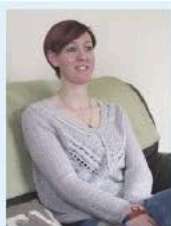
Promoting a wider understanding in our community

Just as we are supported through the process of birth, so every one of us, and those we love, should be cared for through each step of the dying process.

When a person is diagnosed with a life-limiting illness it can be a lonely and uncertain time for the patient and their

family. It can be made even harder by our society's difficulties in talking freely about death and dying.

We will encourage people to talk about death while exploring their wishes, thoughts and fears to make informed plans for themselves and loved ones.



*"Dorothy House is essential. Everyone should have access to this level of support. Death happens to us all – it's a part of life and should be part of our thinking throughout our lives."*

Sarah, Patient's daughter





## Life lessons

### Goal 2 - Living well

Enabling everyone to live life to its fullest potential

We will dispel the myth that hospices are just places to die. We know that dying well and with dignity is paramount, but it is equally important to be able to live well until you die.



*"Talking to Dorothy House was important. They knew Pip as a person, not just a clinical challenge. They gave her guided support and reassurance and enabled her to achieve her goals and to live the fullest life possible. Having been with her I'm now far more scared about a life not lived than about death."*

Phil, Patient's husband

The Live Well agenda is a vital part

of our work for the future. Our expertise extends beyond symptom control to include rehabilitation, life skills and reablement. Working with people earlier after their diagnosis will mean that we can innovatively support patients and their families to get the most out of life.

Our strategy ensures each person is treated as an individual and equipped to achieve their personal goals, no matter how big or small.



## A good death

### Goal 3 - Peaceful death

Providing outstanding care and support, when it matters most

When the time comes there are few things that patients and their families want more than a peaceful death.

At Dorothy House, a 'good death' means leaving the world at peace, with dignity and supported by compassionate care.

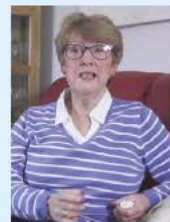
We help people achieve the best death possible in the place of their choosing, whether that is at home or in the Hospice.

Our aim is to support 85% of our patients to die in their preferred place.



*"They cared for me and our children and grandchildren, looking after us as a family, not just John. MND is a cruel disease. Control is taken away from you but Dorothy House gave John control back. Towards the end he took the decision to have his mask removed. We were all with him, I was holding his hand. It was hard to see him go, but it was peaceful."*

Salien, Patient's wife







## Walking alongside

### Goal 4 - Supported bereavement

Providing families and carers with the support they need

Everyone is different and we understand the value of flexible bereavement care that supports families and carers, both before and after a loved one's death.

Our social workers and therapists provide age appropriate practical, emotional and spiritual support, wherever, whenever and in whatever way it is needed.

Grief and loss are an inevitable part of life. In our strategy we outline how we will respond to this by expanding the reach of our services to

support the delivery of bereavement care in our community.



## Making it happen

### Goal 5 - Increase in income

Developing sustainable income streams crucial to realising our mission

Our robust retail offering is constantly evolving to remain current and in line with community needs. The 30 Dorothy House shops spread across our area continue to generate vital income.

Our Fundraising Team is integral to the Hospice and have established firm foundations of support throughout our area. Our events deliver key income across the year and are supported by inspiring committed individuals, corporates, families, teams, clubs and Friends Groups, all of whom organise fantastic fundraising events.

Our Business Development Team focus the organisation, working hard to drive efficiency in the delivery of current and new clinical contracts. We have challenged ourselves to look beyond traditional income streams and are germinating new ideas that drive innovation. We are developing new business concepts which will diversify our income streams and deliver additional revenue for the Hospice.



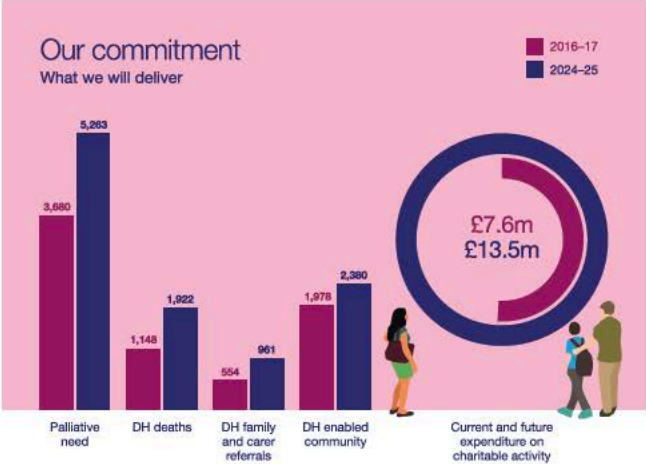
# Our commitment and our finances

By 2025 demand for our services will have risen substantially. To cater for this and realise our mission of equal access to palliative care, our income must also have a marked increase. We must continue to demonstrate that our services make a difference, demonstrate their value to the NHS and negotiate hard to ensure that our expertise is priced fairly and allows for the growth required to support increasing need.

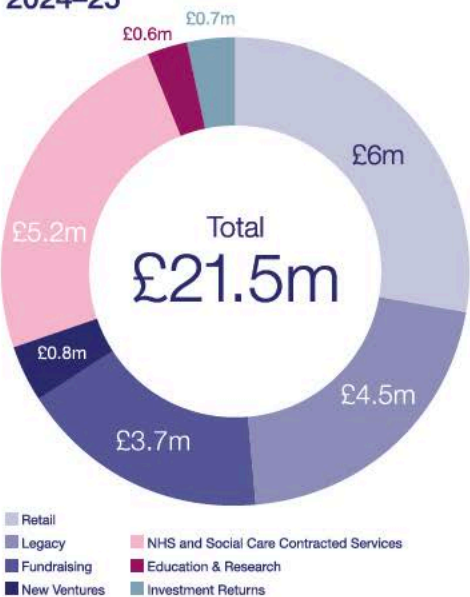
The passion and commitment of our community provides the Hospice with an essential and much valued financial bedrock. However, to maintain a sustained development, we must challenge ourselves and look beyond traditional fundraising methods. We are exploring commercial ventures and enterprises with the capacity to diversify

our income and support our expansion while exhibiting sound governance and remaining true to our values.

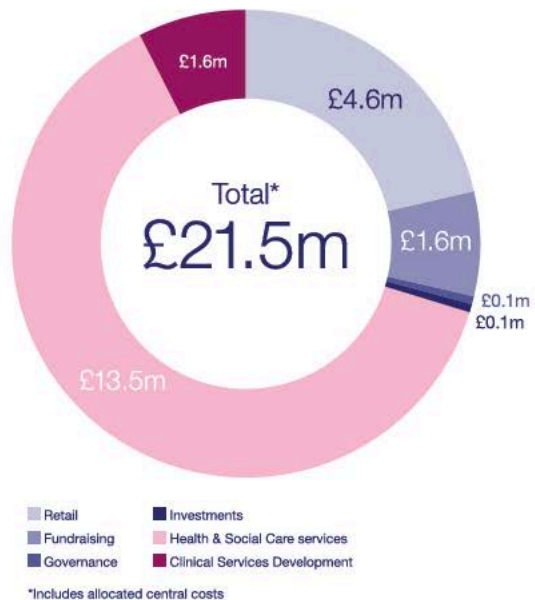
The increase we require is ambitious but it is justified by need. With the support of our community we have the drive, expertise and innovative thinking to make our vision a reality.



## Our income 2024-25



## Our expenditure 2024-25





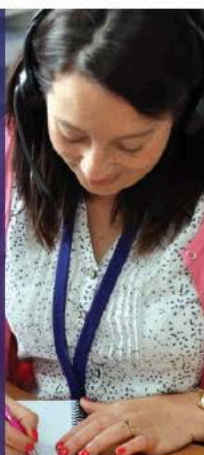
# Firm footings

*The cornerstones on which our ambitious strategy sits are key to the success of our mission - ensuring our patients, families, carers and our people continue to be at the heart of everything we do; partnering to develop the services our communities need and in locations they want, and embracing change and innovation to become more efficient and effective.*

## Single integrated point of access:

Our new Clinical Coordination Centre is available seven days a week on one contact number, through which patients can access a multi-disciplinary team.

0345 0130 555



**Ecosystem:** We aim to offer more contact closer to the homes of our patients, through a network of coordinated and integrated services, owned by the local community and designed to address local patient and family need.



## Home, not hospital:

We're expanding our Hospice at Home service to provide more respite, end of life and crisis care. This will help avoid hospital admissions, enable early hospital discharge and will be sustainable in the community.



**Excellence in education:** We want to be the Centre of Excellence for end of life care through a portfolio of accredited programmes in palliative care developed with and delivered through partners in further education.



**Innovation:** By embracing technology we can enhance existing services and develop new ones. We can use integrated care systems to deliver community care provision and we can help influence palliative and end of life care provision.



## Working in partnership





# How we will measure ourselves



CONTINUE TO BE RATED  
**OUTSTANDING**  
BY THE CARE QUALITY  
COMMISSION

56%

DH PATIENTS WITH  
**NON-CANCER**

Inequality  
of access and care  
no longer an Issue



95%

OF PATIENTS WITH PALLIATIVE NEED  
OFFERED AN **ADVANCE CARE  
PLANNING CONVERSATION**

Every patient  
owns their own  
care pathway



PATIENTS DYING IN THEIR  
**PREFERRED PLACE**

85%



**FREE&EQUAL**  
NEEDS-BASED SERVICE  
**ACCESS**  
FOR ALL

SUSTAINABLE  
COMMUNITIES



International  
**educational**  
excellence

FINANCIAL  
**STRENGTH**



Excellence  
in **innovation**  
and **technology**



**A BEACON IN  
PALLIATIVE  
END OF LIFE CARE**



# Conclusion

*Everyday, Everyone*

In over 40 years we have cared for more than 45,000 patients, families and carers, when it mattered most. Our landscape, and the communities within it, will continue to change and increasingly provide challenge.



## We will meet this challenge:

- By ensuring our patients, families, carers and our people continue to be at our core
- By partnering to develop services our communities need and in locations they want
- By maintaining financial stewardship and outstanding governance
- By delivering outstanding care and excellence throughout our community
- By constantly evolving, embracing change and innovation...

Ensure that **everyone** has access to outstanding palliative and end of life care

Share and drive our vision of a society where death is a **part of a life**



Dorothy House has provided compassionate palliative and end of life care to over 45,000 patients for forty years. We have learned from our experience, developing our expertise, knowledge and specialisms along the way.

Our strategy is the product of this knowledge and experience. It is a direct response to the growing needs of our patients, families, carers and the community. Built around the vision of a

society where 'Death is a part of Life' our strategy is the manual we will use to ensure everyone who needs it has access to outstanding palliative and end of life care.

As an organisation, we are supported in the delivery of this strategy by a passionate, skilled and committed workforce made up of staff and volunteers. Our team is bold, courageous and prepared to meet the challenges of the future.

We understand the complexity involved in delivering our vision and we are determined to realise it.

A stylized black ink signature of John PA Davies.

**John PA Davies**  
Chief Executive