



# Where are we now?

Strategic Plan Progress Report 2021

# Committed to our Strategic Plan

**In 2018 we set out a bold and ambitious 7 year Strategic Plan addressing “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.”**

Now, half way through, we remain committed to our Strategic Plan, our vision and our mission to ensure that everyone has access to outstanding palliative and end of life care.

However, the context in which we provide our care has changed. Increasingly we need to:

- Align more closely with the NHS and emerging Integrated Health and Social Care systems
- Partner with fellow health and social care providers
- Learn from COVID-19 and adjustments to our working practices

The need for palliative and end of life care is increasing significantly. Dorothy House has a huge part to play in meeting some of that growing care need directly, and we have not increased the number of people we care for as much as we intended. As a result, we undertook a Services Review in autumn 2020 to address this.

It has also become clear that to build compassionate communities our role is not just one of direct care, but also to enable wider support in our community. We are a centre of research and education, a partner and adviser to local care providers, an information hub and a supportive presence across our entire geography.

By sharing our expertise and learning with, and from, those around us, we empower people to take control and plan for the end of their lives, and equip more people in our society with the skills and courage to provide the palliative and end of life care everyone requires.



We remain committed to our vision and our mission to ensure that everyone has access to outstanding palliative and end of life care

**Wayne de Leeuw** Chief Executive

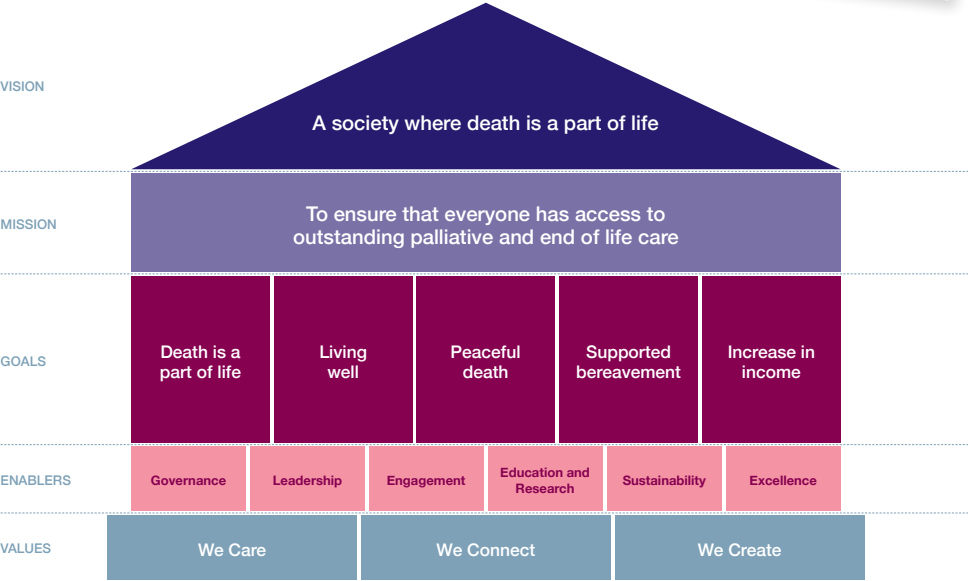
# Living our values

In summer 2021 we spoke to people around the organisation to ensure the way we expressed our values matched the way we live them out. We Care, We Connect, We Create are not “new” values to Dorothy House, but rather an expression of how our staff, volunteers and partners contribute to our vision and mission in their daily work.

We Care  
We Connect  
We Create

## 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.



# What do we want to achieve?

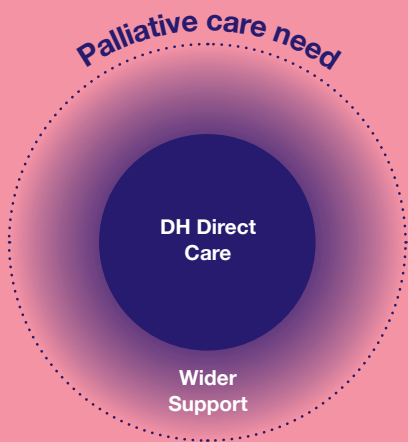
Dorothy House has a culture of innovation, solving problems and delivering what matters to our patients, their families and carers. We have developed a set of key outcomes which ensure our service development is targeted and in line to deliver our Strategic Plan. Everything we do must align to enhance the exceptional personalised care we provide to people in our community who are approaching death. We continue to pursue 5 goals:



## 1 Death Is A Part Of Life

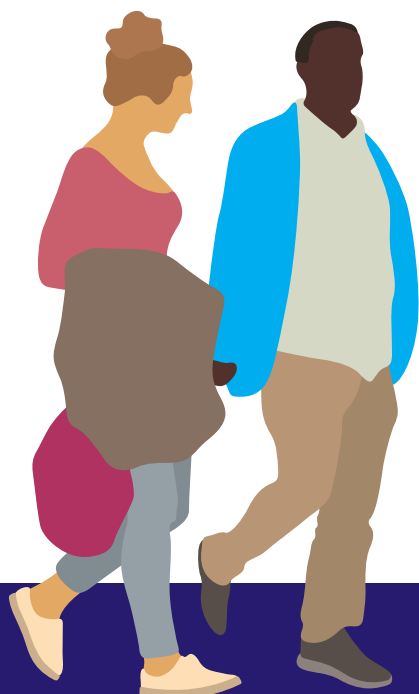
Death isn't something that can be outsourced to Dorothy House, or that we can deal with alone – it's something that communities must face and embrace together. Although we can't make death go away, we're here to ensure the support people need to face death without fear.

We know we need to care for more people. Our Strategic Plan states that by 2025 we need to ensure that more than double the number of patients (compared to FY17/18) are receiving palliative and end of life care. Some of this care we will provide directly, some will be provided by our partners and some through enabling wider support and taking a leadership and influencing role in the community.



“

People’s care should be tailored, quality-assessed and focussed on what matters to them



2

## Living Well

We focus on making the remaining time people have as meaningful as possible.

People’s care should be tailored, quality-assessed and focussed on what matters to them.

We support anyone believed to be in their last 1,000 days. Although we cannot add days to their life, we aim to bring as much life as possible to the time they have left.

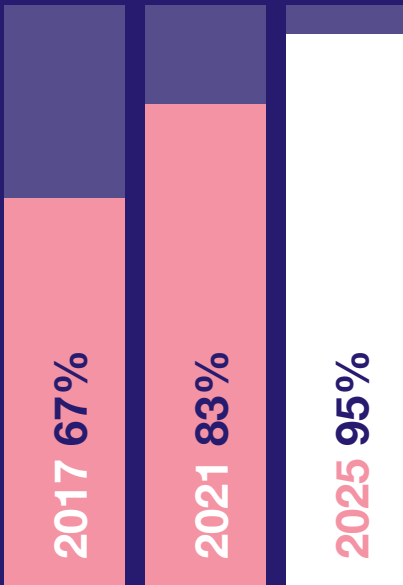


3

### Peaceful Death

We put the person at the centre of their care. That means we listen to what matters to them, offer as much choice as possible, and respect their decisions.

A peaceful death means different things to different people and we want people to feel recognised as individuals. Our Strategic Plan states that by 2025, 95% of people we care for will have had the opportunity for an advance care planning conversation, making clear their wishes for their care and death.



4

### Supported Bereavement

We're here for friends and families too. It means so much to people to know their loved ones will be supported. By 2025 we will demonstrate that the families and carers of all Dorothy House patients have been offered pre/post bereavement support.

Research shows that around half of bereaved people need some sort of structured support. Our aim is to meet that need for patients' families and also share our expertise and resources more widely in our community.





Our set of key outcomes ensure our service development is targeted and in line to deliver our Strategic Plan



# 5

## Increase In Income

We know that in order to care for more people we need to increase our care spend, but also be more cost-efficient. To achieve this we have developed a culture of innovation, constantly looking for new ways of working to achieve our ambitious goals.

We recognise that “digital innovation” is a key enabler within this and our key supporting departments such as Information Management, Finance, Communications, Fundraising, Retail, HR and Estates & Facilities are all taking new approaches to ensure our income streams allow us to deliver the care our community requires.



# Progressing our plan

## Services Review

Understanding that we needed to change the way we deliver our care so we can reach more people, we started our Services Review in autumn 2020 with a Listening Project to gather views from patients, families, staff, volunteers and external partners.

Working through this feedback and developing solutions in response, the Services Review programme of change aims to provide the following:

- Care for more people
- Local care, closer to home
- Earlier support, through a person's last 1,000 days
- Easy access for everyone, using a simple referral process
- Compassionate communities, developing partnerships and volunteering

## How we'll put this into practice

### A new referral process

to reach more people in our community

### Community Care Teams

to localise our care

### New volunteering opportunities

to place volunteering at the heart of our communities

### Joint Speciality Clinics

to join disease-specific care with palliative and end of life care

### Systematic support to care homes

to meet the needs of both staff and residents









## Research

We are a research-active organisation which helps us to operate in a culture of continuous improvement and we are now leading the way on palliative research in our region. Working collaboratively with hospitals, universities and our NHS commissioners we are undertaking multiple research projects around mental health, pain management, and patient experience of end of life care. The overall aim of this research is to ensure that we keep developing new, evidence-based ways to improve our care which will in turn influence local health and social care commissioning.



## Education

At Dorothy House, education is not just an internal function. We work with universities, other healthcare providers and our wider community to ensure our knowledge and expertise is shared. Our role goes beyond direct care to patients and their families. We work collaboratively, educating and enabling others. The Dorothy House standard of care reaches deep into our community, it helps people prepare for the end of their lives and equips more people to provide the care each of us deserves.



We work with universities, other healthcare providers and our wider community to ensure our knowledge and expertise is shared

# Building a compassionate community together

Dorothy House needs to provide care directly to more people and also enable wider support from every part of our community to transform the relationship we all have to death. Achieving our ambitious 2025 mission is a huge task, but we are confident that by communicating and connecting more widely in our community, leading the strategic planning around end of life, partnering with other health and social care providers and further developing our education and research capabilities, we can help to create an empowered community.

Together, we can protect everyone's right to a meaningful life and a peaceful death



## Phone

Switchboard: 01225 722 988

Clinical 24hr Advice Line: 0345 0130 555

## Online

[dorothyhouse.org.uk](http://dorothyhouse.org.uk)

[info@dorothyhouse-hospice.org.uk](mailto:info@dorothyhouse-hospice.org.uk)



## Post

Winsley, Bradford on Avon,  
Wiltshire, BA15 2LE



Dorothy House is a registered charity in England and Wales (275745).  
Registered in England and Wales as a company limited by guarantee  
(1360961). Registered office: Winsley, Bradford on Avon, Wiltshire BA15 2LE

