

Care Services Strategy

2025-2028

Summary document

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Introduction

The Care Services Strategy encompasses all services across the 'Care Services Directorate' and incorporates all our clinical and care workforce for provision of specialist palliative and end-of-life care (PEOLC). It should be viewed as a core element of the overall Organisational Strategy 2025-2028, which centres around Empower, Collaborate and Deliver. Within that, the transformation objective 'Implementing an operating model fit for the future' is where the Care Services Strategy is central to achieving transformation.

Our vision:

A society where death is part of life

Our purpose:

To empower, collaborate and deliver so that no-one faces death alone

Our Dorothy House **Core Values** are at the centre of the Care Services strategy:

We Care for one another with compassionate, purposeful and authentic leadership

We Create opportunities to innovate, learn and develop together

We Connect with each other and across our organisation to deliver excellence

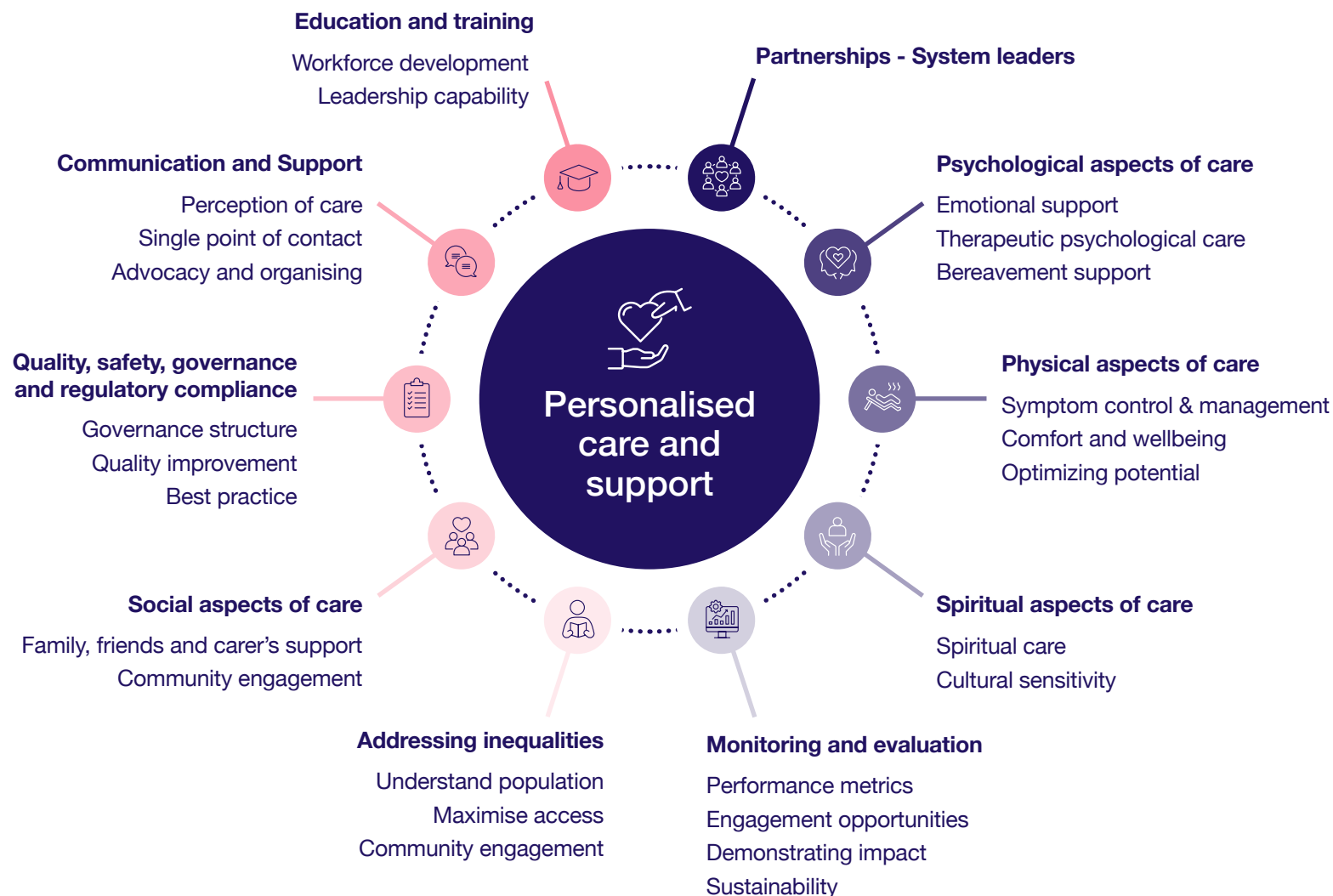
The strategy has been developed through asking, listening, and learning from the workforce, people (patients and families) and the local community through a variety of surveys, listening engagement events and strategy development sessions. The focus is on enhancing and delivering personalised care and support, improving clinical and care services, and ensuring that people receive the right care, at the right time, in the right place.

Outputs from the development sessions highlighted the need for clarity in care service offerings and language, effective communication with referrers, and the integration of digital solutions to enhance care, whilst ensuring workforce well-being. We need to balance our ambition with deliverability, acknowledging that financial sustainability and efficiency is key. By focusing on personalised care and support, we aim to improve the overall experience for people, ensuring they receive best practice and appropriate care at the right time.

A comprehensive **Care Services Strategy Framework** has been developed, and the delivery of the strategy focuses on three **core commitments**:

- » **Integration**
- » **Innovation**
- » **Impact**

- 
- 1. Integration**
 - 2. Innovation**
 - 3. Impact**



Care Services Strategy Commitments



Integration

Focus on seamless integration and collaboration in care services



Innovation

Embracing new ideas and approaches to enhance our care



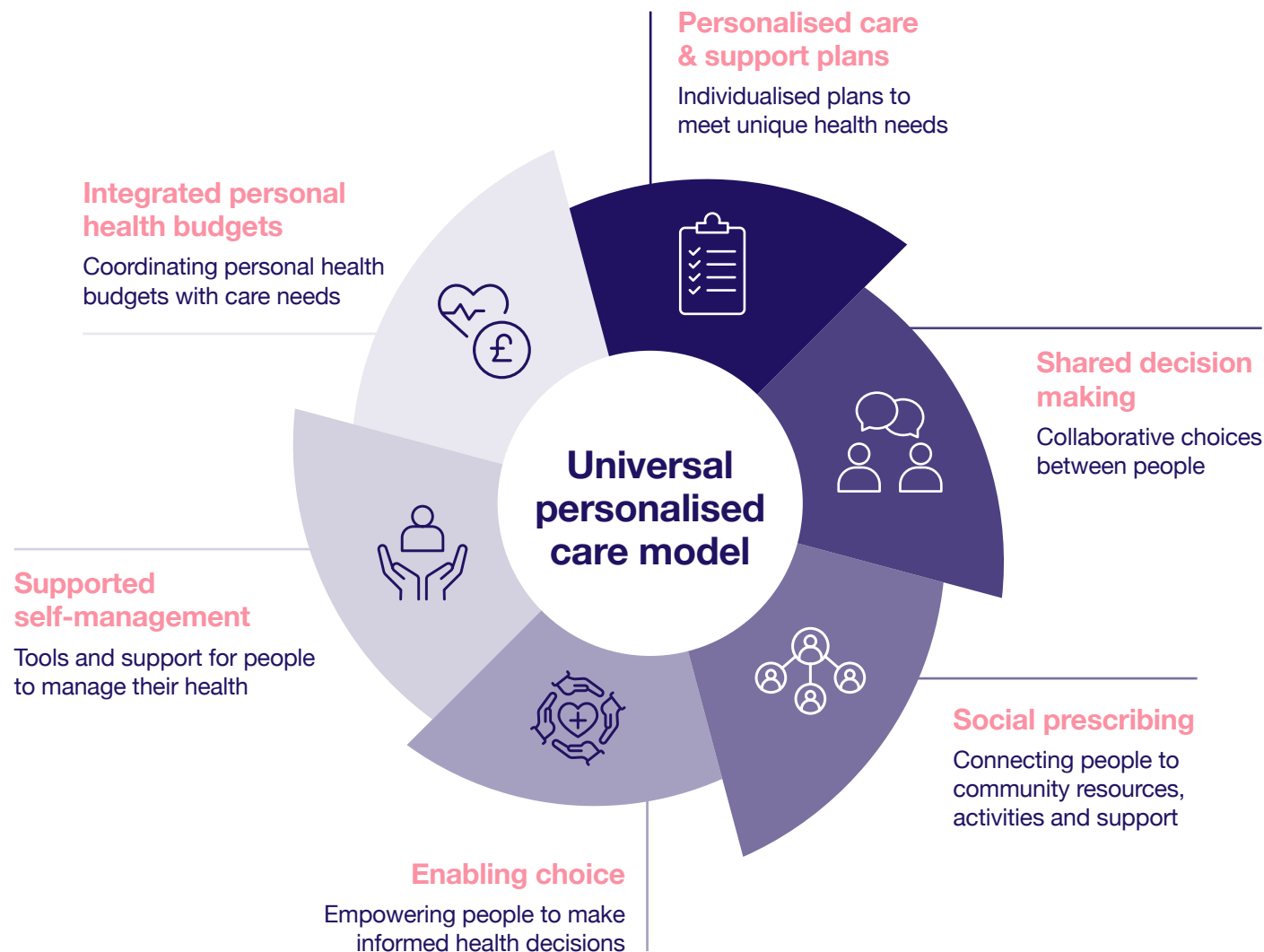
Impact

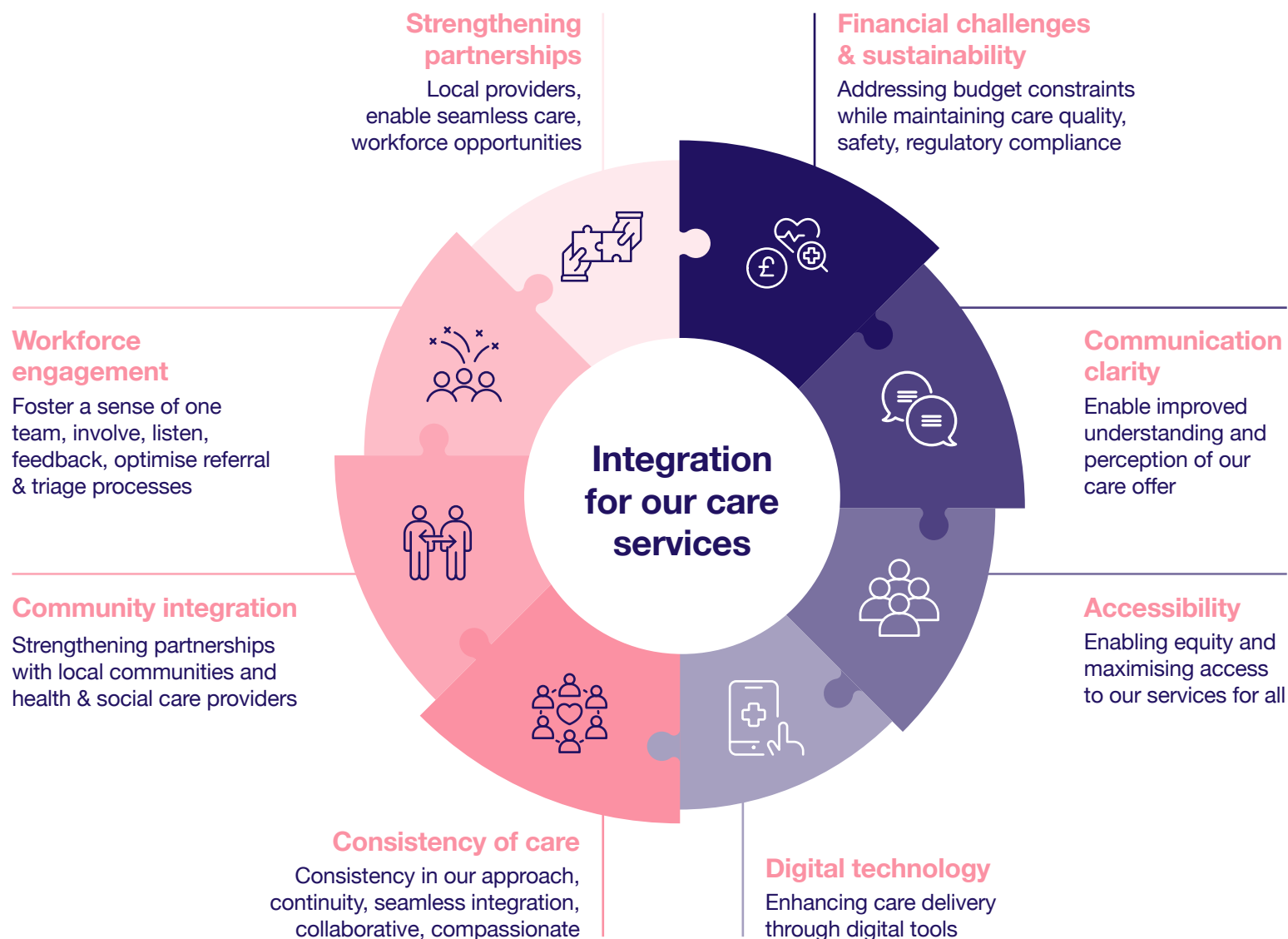
Measuring the effectiveness, value and outcome of care

Commitment one – Integration

We commit to enabling a strategic framework for seamless service integration within our care services, emphasising personalised care and support.

There are challenges posed by financial constraints which must be delivered while ensuring quality care and regulatory compliance. The focus is on enhancing communication, accessibility, and overall experience for individuals, alongside fostering partnerships and community engagement to improve integration and service delivery.

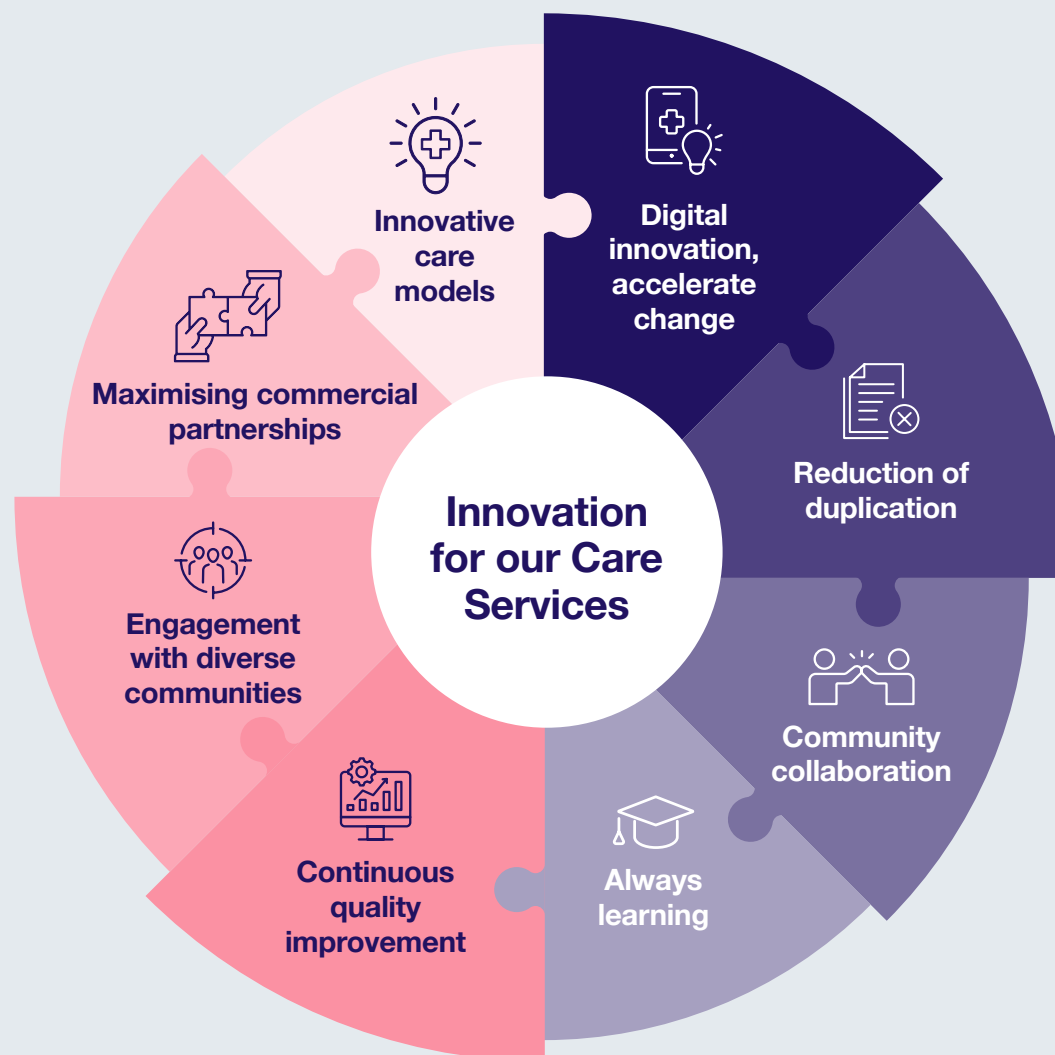


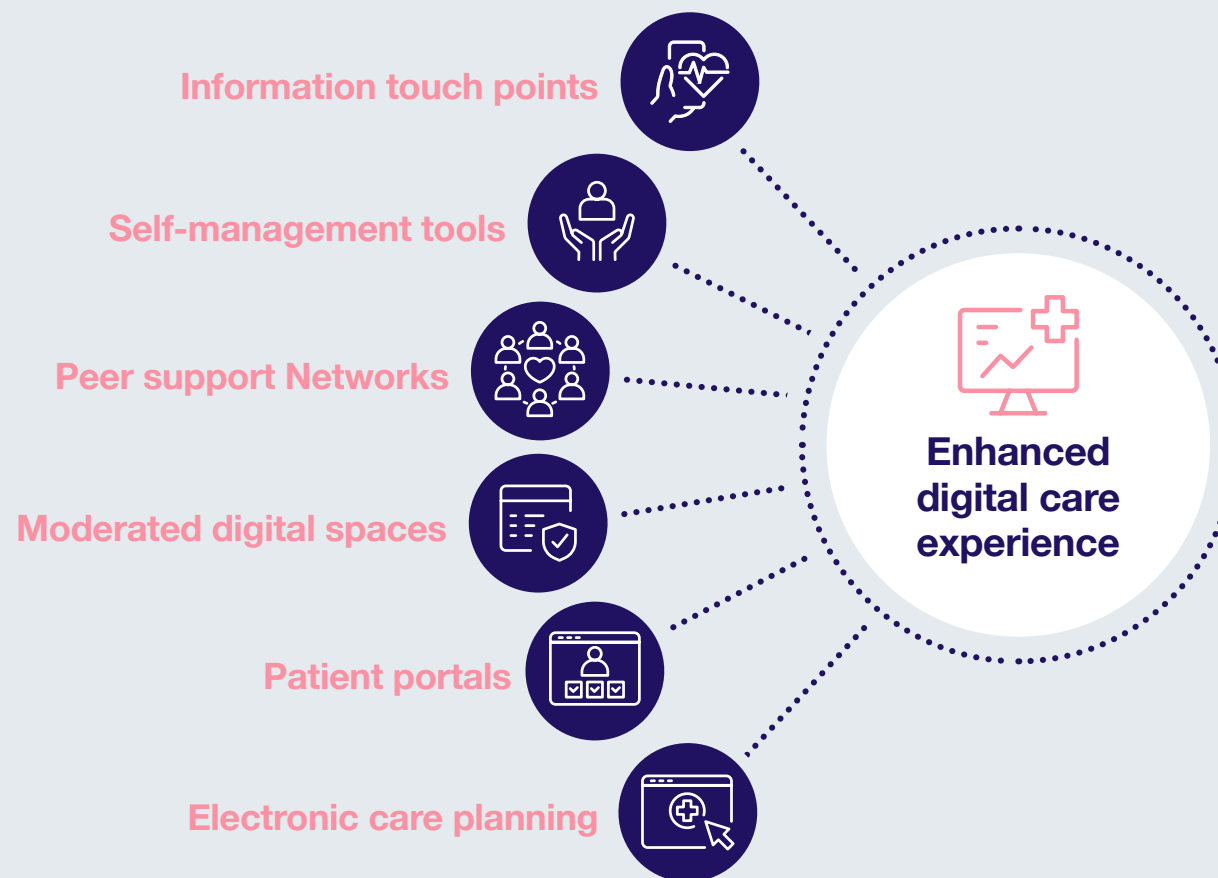


Commitment two - Innovation

We commit to a comprehensive approach to actively embrace curiosity and implementation of innovation to enhance our delivery of care.

This includes leveraging digital innovation and intelligence to maximise its potential. It emphasises the importance of collaboration, continuous improvement, and the integration of community resources to create more efficient, effective, and equitable palliative and end-of-life care. By focusing on innovative models of care and addressing digital inequalities, we aim to optimise referral and triage processes, enhance patient experiences, and ultimately improve people's overall experience at end of life.





Commitment three - Impact

We commit to measuring, demonstrating and enhancing our impact across all our care activity and delivery.

There are several interdependences across key areas of Dorothy House such as workforce, care, finance, education, research, culture and leadership. By focusing on clear objectives and using data-driven approaches, consistent evaluations, analysis, and community engagement strategies, our Care Services can effectively demonstrate and communicate our impact and value to all our stakeholders.

Demonstrating our care impact

Quantitative metrics

Measuring outcomes and performance

Qualitative data

Gathering feedback for improvement

Continuous improvement

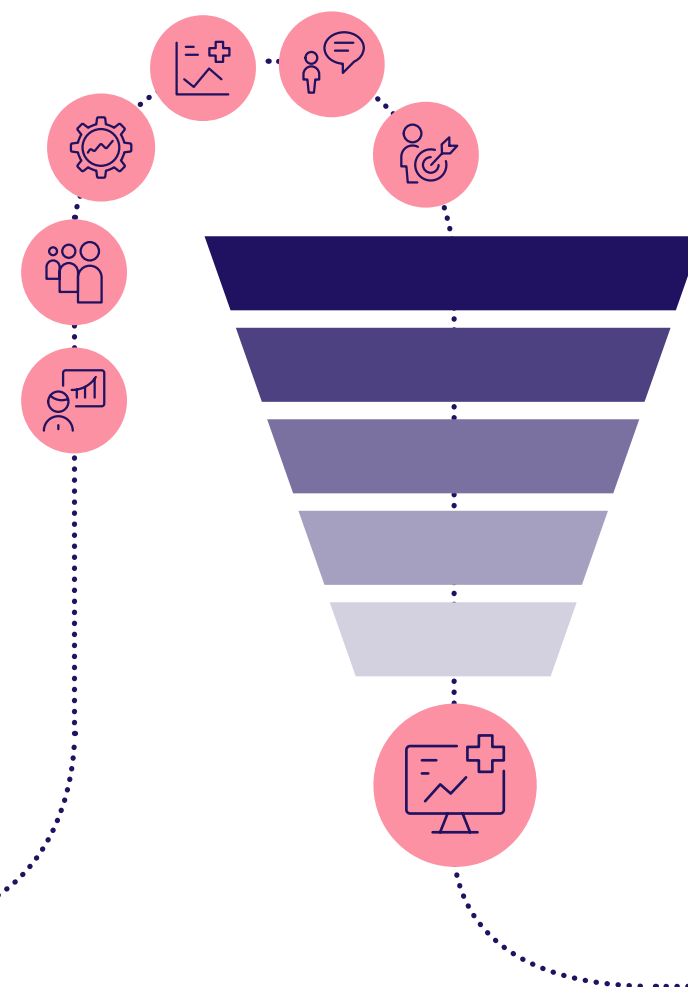
Implementing ongoing quality enhancements

Showcase experience

Sharing stories for learning, acting on feedback, enabling a flourishing culture

Regular reporting

Monthly performance analysis, annual reports and communicating impact to stakeholders



Enhancing our Care Services Impact

