



Our strategy for our community

Helping people to live until they die

“ You matter because you are you, and you matter to the end of your life. We will do all we can not only to help you die peacefully, but also to live until you die. ”

Dame Cicely Saunders

*Our vision at **Heart of Kent Hospice** is that everyone living with a terminal illness in our community will achieve the best quality of life. We are committed to continually improving and developing our care to enable people to live in comfort, with independence and dignity to the end of their lives, and to ensure that those closest to them receive the support they need.*

At the same time, we recognise that there is still much more we can do, still many more people who could be helped to live until they die, and to die peacefully.

The number of people we are caring for at any one time has almost doubled over the last five years. With a growing and rapidly ageing local population, many more people will be living with a mix of increasingly complex illnesses. We need to adapt our services to meet this growing need and enable people to access Hospice services within their local community.

To develop our new strategic approach, we have listened to those that receive, deliver and are linked with our care, including patients, families, Hospice colleagues, volunteers, our Patient and Carer Engagement Group and healthcare professionals. This has helped us to identify key strengths, challenges and opportunities for Heart of Kent Hospice.

We cannot achieve our strategic priorities alone – we must work in partnership with other healthcare providers and members of our local community to achieve transformational change. We must be focused on the specialist contributions we can make to people's lives as experts in our field. To deliver our strategic priorities, we must continue to encourage our generous supporters and more members of our local community to get behind their local Hospice.

We are confident that our new strategic direction will help us ensure that more patients and those that care for them receive the compassionate, outstanding care and support they need, when and where they need it – helping them to live until they die.



Sarah Pugh,
Chief Executive
April 2018



Jim Barker-McCardle,
Chair of Trustees
April 2018

Heart of Kent Hospice went through significant change between 2015 and 2018. We transformed our services, achieving an Outstanding rating from the Care Quality Commission in April 2017. We have ensured the Hospice is a modern and welcoming facility thanks to the generosity of funders. We have built strong, local partnerships with other healthcare providers in order to influence best practice. We have strengthened our long-term financial sustainability. We have sought new ways to enable feedback from patients and carers. We have enhanced how we listen to and communicate with colleagues and volunteers. We have more supporters than ever in our local community and have launched new events and activities to encourage people to get behind their local Hospice.



“They were all so warm and kind to us, and so supportive. To hand over the care of your loved one is tough, but they truly had our best interests at heart.”

Bereaved family

“Knowing I may have made a tiny difference to a patient’s quality of life and just being there for them and their family makes it so worthwhile.”

Heart of Kent Hospice Nurse



Our new direction

Our vision is that:

Everyone living with a terminal illness in our community will achieve the best quality of life.

Our purpose is:

To enable people with a terminal illness in our community to live in comfort, with independence and dignity to the end of their lives, and to support those closest to them.

Our values guide our decision-making and how we conduct ourselves in our work. They ensure our patients and their families receive the very best care day in and day out. These values underpin our new strategic priorities and are:

Compassion

Integrity

Respect

Teamwork

We have identified five strategic priorities for the Hospice moving forward. They are:

1. Local care:

We will establish a model of Hospice support within our communities

2. Flexible, person-centred care:

We will develop our services so they can meet a wide range of patient and family needs

3. Specialist care:

We will provide specialised care to every patient and maintain our reputation as a centre of excellence

4. Skilled, compassionate care:

We will be the organisation of choice for employees and volunteers

5. Care for our cause:

We will enable our local community to regard the Hospice as *the* local cause to support

This strategy aims to maximise the skills of our team and use of our resources to reach more patients and help more people to live well until they die. We are dependent on the generosity of our community through gifts of money and time to deliver our work. At the same time as delivering this new direction, we have put in place a financial plan focused on building our long-term financial sustainability. This will ensure that future generations can benefit from our care and, like thousands of patients and their families before them, be helped to live until they die.

Our strategic priorities

Local care:

We will establish a model of Hospice support within our communities.

We will enable our local communities to access Hospice services where they live and to be as independent as possible through community-based support and understanding.

We aim to:

1. Roll-out local outpatient clinics and support groups in community settings
2. Enhance public understanding of end of life care within our local communities
3. Pilot a Compassionate Communities model in key local areas
4. Support Maidstone to adopt the Compassionate City Charter
5. Recruit Patient Care Volunteers to provide outreach at home/home care service
6. Engage with groups across our diverse society
7. Develop an outreach Hospice chaplaincy model to support community spiritual care

Flexible, person-centred care:

We will deliver targeted, positive outcomes for patients and families through a flexible, 24/7 approach to patient care.

We aim to:

1. Establish a range of short-term clinical interventions for patients
2. Establish a programme of outpatient sessions and appointments
3. Develop a therapies-based outreach model to enhance wellbeing and independence
4. Pilot family support models using online services, telephone support and group work
5. Maximise bed throughput on IPU, enabling fast-track transfer from acute services
6. Enhance out of hours services in the community
7. Seek funding for enhanced social work provision
8. Explore use of available technologies to enhance care

Specialist care:

We will provide specialised care to every patient and maintain our reputation as a centre of excellence.

Through continual development and discovery, we will deliver the highest levels of specialist care for people in the last year of life and work collaboratively with other organisations to improve end of life care for everyone.

We aim to:

1. Develop partnerships to enhance patient care and improve our long-term sustainability
2. Improve our outcomes measurement tools to assess and monitor the impact of our care
3. Extend further a culture of continuous quality improvement
4. Aim by the end of 2020 to have agreed long term accommodation plans for the Hospice
5. Establish the Hospice as a centre of excellence for dementia palliative care
6. Contribute our expertise and skills to national, regional and local organisations
7. Educate and support generalists to provide high quality end of life care
8. Run an annual Hospice conference for healthcare professionals

Skilled, compassionate care:

We will be the organisation of choice for employees and volunteers.

We will ensure we can attract and retain high quality individuals to the Hospice and be recognised as a values-based organisation which focuses on supporting and developing our team.

We aim to:

1. Develop our workforce through a programme of learning and education
2. Pilot an internal workforce shadowing programme
3. Launch an apprenticeship scheme
4. Create a range of short-term volunteering opportunities for those with less time to offer
5. Grow volunteer numbers through marketing activities to key audiences
6. Recruit and retain skilled employees to meet all organisational needs
7. Introduce a range of measures to help improve the health and wellbeing of our workforce
8. Explore use of available technologies to improve efficiency

Care for our cause:

We will enable our local community to regard the Hospice as the local cause to support.

We will increase funding for the Hospice, rolling-out a long-term communications plan to improve awareness of our work and grow our support through outstanding engagement and stewardship of our donors.

We aim to:

1. Deliver awareness campaigns to increase our profile within the community
2. Educate local communities about our work through roadshows and village fundraising
3. Enrich organisational understanding of fundraising so we are donor-centred
4. Improve messaging across our estate through consistent branding and communications
5. Roll-out a Gifts in a Will programme to encourage and educate potential legators
6. Grow our flagship events, engaging audiences through multi-channel communication
7. Build awareness of and support for our shops and deliver a first-rate customer service
8. Launch a major fundraising and profile-raising campaign in 2020 to reach new audiences

“Heart of Kent Hospice is such a special place. Being a Patient Care Volunteer allows me to be more hands-on with patients, it’s such a privilege to support them and to help the nurses in any way we can. I am very proud to wear my uniform and feel very much part of the team.”

Patient Care Volunteer

Funding our care

Our ability to provide outstanding compassionate care has always depended on the remarkable generosity of our supporters. We greatly appreciate all that our supporters do; raising funds and giving up their time to help us achieve our vision, especially as so many have first-hand experience of living with and beyond the devastating impact of a terminal illness.

Acknowledging the uncertainty of the economic climate we are living in, we are committed to delivering our new strategy within a carefully managed budget and with accountability to our supporters.



Our approach

We will:



Aim to provide patients and their families with the support they need, when and where they need it

Be open and transparent and will treat everyone with fairness and respect

Proactively involve patients and their families in our work

Provide specialist services that add value to the existing resources within our local community

Be flexible and use our resources as effectively as possible to deliver the greatest impact

Promote a culture of equality and inclusion and reflect the diversity of our community in everything we do

Actively engage our colleagues and volunteers in our fundraising activities

Plan for the future to ensure we can provide care and support for as long as people affected by a terminal illness need us

Nurture the skills, talents and wellbeing of our colleagues and volunteers

Be clear and honest about our need for funding and how donations are spent.

*We welcome feedback on all aspects of our work, current and planned.
Please contact Sarah Pugh, Chief Executive: sarah.pugh@hokh.co.uk*



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