



# Our ambition to extend our reach and impact

Helping more people to live until they die

---

2021 - 2024

*“How people die remains in the memory of those who live on.”*

Dame Cicely Saunders

# Planning for our future

Since we launched our current strategic direction in 2018, significant progress has been made across all five key strategic priorities, and strong foundations on which to base future ambitions have been established. However, the team at Heart of Kent Hospice are clear that there is still much more we can do to meet the ever-increasing need and demand for outstanding end-of-life care in our local community – and so, this, our latest strategic plan, outlines even more ambitious goals across these priorities for the period 2021-2024:

Local care

Flexible, person-centred care

Skilled, compassionate care

Specialist care

Care for our cause

In addition, there is clearly a goal we are all committed to achieving: recovery from the impact of the pandemic. At the centre of our next three-year plan is recognition that the world has changed significantly since March 2020. And at the time of publishing this document, it is still not clear what the future will hold. However, Hospice colleagues and volunteers are more committed than ever to our vision that **everyone living with a terminal illness in our community will achieve the best quality of life.**

We will continue to observe, adapt and innovate across all areas of the Hospice, to ensure we respond swiftly and effectively to the ever-increasing demand for our support, and the inevitable opportunities and challenges we will face.

This plan is launched in 2021, our 30th anniversary year – that’s 30 years of working in partnership with our local community. We are proud of our reputation for collaborative working and, as you will discover in this document, working together remains a priority.

During our next strategic period, we are particularly focussed on extending our reach and breaking down barriers which are preventing people from accessing the advice, care and support we provide.

Thank you for your interest in our ambition.

Please contact our Chief Executive’s office by emailing [ann.bubb@hokh.co.uk](mailto:ann.bubb@hokh.co.uk) if you would like to discuss the Hospice and its ambitions further.

We’d be delighted to hear from you.

This year marks our 30th anniversary – that’s 30 years of our dedicated team providing outstanding care and support. Our commitment to the local community hasn’t changed over the past 30 years, and, despite the recent challenges, we are here to support people living with a terminal illness and those closest to them. Since we opened our doors in 1991 our team has supported over 50,000 local people – patients and their families and carers.

With the continued support of our local community Heart of Kent Hospice will continue caring for the next 30 years, ensuring our patients and the people closest to them, receive specialist, compassionate care when they need it, so they can live in comfort, and with independence and dignity.



*“The Hospice was always very reassuring and their interventions were always timely and never intrusive. I feel we were so lucky that we had the support of the Hospice Team. They are the most amazing people.”*

Bereaved family



*“It’s an honour I am aware of every day that I work. I play an essential role in palliative care, helping people living with a terminal illness and everyone affected by their diagnosis to achieve the best quality of life. Every family changes my life and I feel fortunate that our paths crossed and that I was their nurse and helped them through one of the toughest times any of us will face.”*

Heather, Registered Nurse

# Our strategic 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.

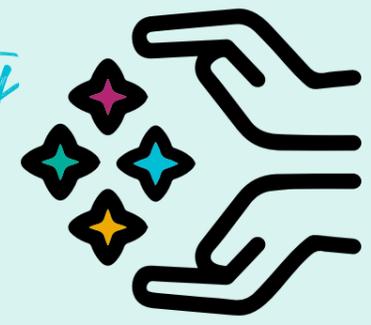
**Our values guide our decision-making and how we conduct ourselves in our work. They ensure our patients and their families receive the very best care. These values underpin our strategic priorities and are:**

Compassion

Integrity

Respect

Teamwork



**Our care is underpinned by our core values**

.....  
**Our plan is focussed on five strategic priorities which will extend the reach and impact of the Hospice in our local community. They are:**

**1. Local care:**

We will establish a model of Hospice support throughout 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

.....

# Our strategic priorities

## 1. Local care:

**We will establish a model of local Hospice support throughout 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. Extend Compassionate Neighbours across our catchment area
4. Deliver Compassionate Maidstone in partnership with Maidstone Borough Council
5. Establish a home care service
6. Address the barriers to accessing our services
7. Be a leader and advocate for a community model of spiritual care
8. Increase our recognition as bereavement specialists and extend our bereavement support into all areas of the community

## 2. Flexible, person-centred care:

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

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

### We aim to:

1. Deliver a range of short-term clinical interventions for patients
2. Deliver outpatient services that meet the needs of an expanding caseload
3. Relaunch the Living Well model to meet the needs of patients and carers to enhance wellbeing and independence
4. Extend the reach of the family support models using a flexible approach to meeting needs
5. Deliver a flexible and responsive Inpatient Unit admission and discharge process
6. Extend the use of digital technology to enhance care

## 3. 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. Extend 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. Agree long-term accommodation plans for the Hospice by March 2023
5. Use expertise in dementia and palliative care to enhance outcomes for patients and their carers
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. Ensure that the palliative care needs of frail patients are met

## 4. 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. Provide personal and career development opportunities enabling individuals to thrive
2. Create and embed an equitable and inclusive organisational culture
3. Establish a culture of agile working
4. Create an inclusive and flexible volunteering programme
5. Grow the number of and diversity of volunteers
6. Recruit and retain a skilled and diverse workforce to meet organisational needs
7. Promote a culture of self-care, health and wellbeing for our workforce
8. Embrace the use of available technologies to increase productivity

## 5. 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 improve local understanding about our care and funding
2. Grow income from Gift Aid
3. Improve colleague collaboration to grow income
4. Improve branding and messaging through consistent communications
5. Grow net income from lottery
6. Grow our digital footprint
7. Build awareness of and support for our shops and deliver a first-rate customer experience
8. Develop a rolling programme of high-profile fundraising opportunities

*“ I offer companionship to members of our community living with a long-term health condition, terminal illness or frailty, and their carers. Having a friendly chat can make a big difference to their well being. Keeping in touch means I can let them know they are not alone. I get so much out of assisting the Hospice. I am pleased to support and be a part of such a fabulous organisation. ”*

Tina, Compassionate Neighbour

# Funding our care

As a charity, independent of the NHS, we rely on the generosity of our funders, donors, lottery players and those who support our charity shops for the vast majority of our income. This plan will be delivered against an uncertain economic backdrop as society recovers from the pandemic. We will manage our budgets carefully and be accountable to our funders.

We will be clear about our ongoing need for their support and the impact that donations have on local patients and their families.

**Our commitment to all our supporters is outlined in this promise:**  
**We will always act with compassion and respect**  
**We will respect your choice • We will be clear and honest**  
**We will put our supporters at the heart of our organisation**

## Our strategic 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