

# STRATEGIC PLAN

2024-2027



**STRONGER TOGETHER**



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Our Strategic Plan for 2024-2027 is focused on delivering high quality, bespoke and inclusive palliative and end-of-life support for people with life-limiting illness their families and carers.

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## STRONGER TOGETHER

**ellenor** cannot deliver services alone, we need to work alongside our community, our local services, the NHS and Social Care services and GP's. Working collaboratively is essential and will achieve the best outcomes for our local population.

## CHAIR'S INTRODUCTION

At the heart of our strategy is our commitment to the notion of a 'good death.' This will mean different things to different people. **ellenor** believes that a 'good death' consists of three main elements: good pain and symptom control, feeling at peace and "ready to go," and reassurance that the ones they love will be taken care of.

We are committed to supporting local people throughout their journey and to reducing the number of people who die in hospital, especially if they have a preference for care at home or in the hospice.



### OUR BOARD

- Chair - Mac Cheema
- Committed board members
- Strong Governance Framework in place
- Focus on the strategic direction of ellenor

We have a lot to achieve, and we cannot do this alone. We need the continuing support of our local community through their volunteering and their financial support. We are committed to working in partnership with the NHS, Local Authority, local providers, and the community that share our vision for the future.

We are **Stronger Together** – stronger within **ellenor**, within our community and with our partnerships. We are committed to working collaboratively, sharing good practice, supporting and learning from others.

Mac Cheema - Chair

# OUR STRATEGIC CHALLENGES

**ellenor** is facing many strategic challenges, similar to many hospices across the UK. These challenges encompass a range of issues, from financial concerns to staffing difficulties and changes in the commissioning framework.

However, with strategic planning, adaptability and a commitment to its mission, **ellenor** can overcome these challenges and continue to provide essential wellbeing, palliative, and end-of-life care to those in need.

By diversifying our income sources, addressing the cost-of-living crisis, prioritising staff recruitment, retention and actively engaging with the changing commissioning framework, **ellenor** can navigate these challenges successfully and ensure that compassionate care remains accessible and inclusive.



# DEMAND FOR SERVICES

The national picture across England and Wales predicts that the demand for support for people with life-limiting illnesses requiring palliative and end-of-life care will increase:

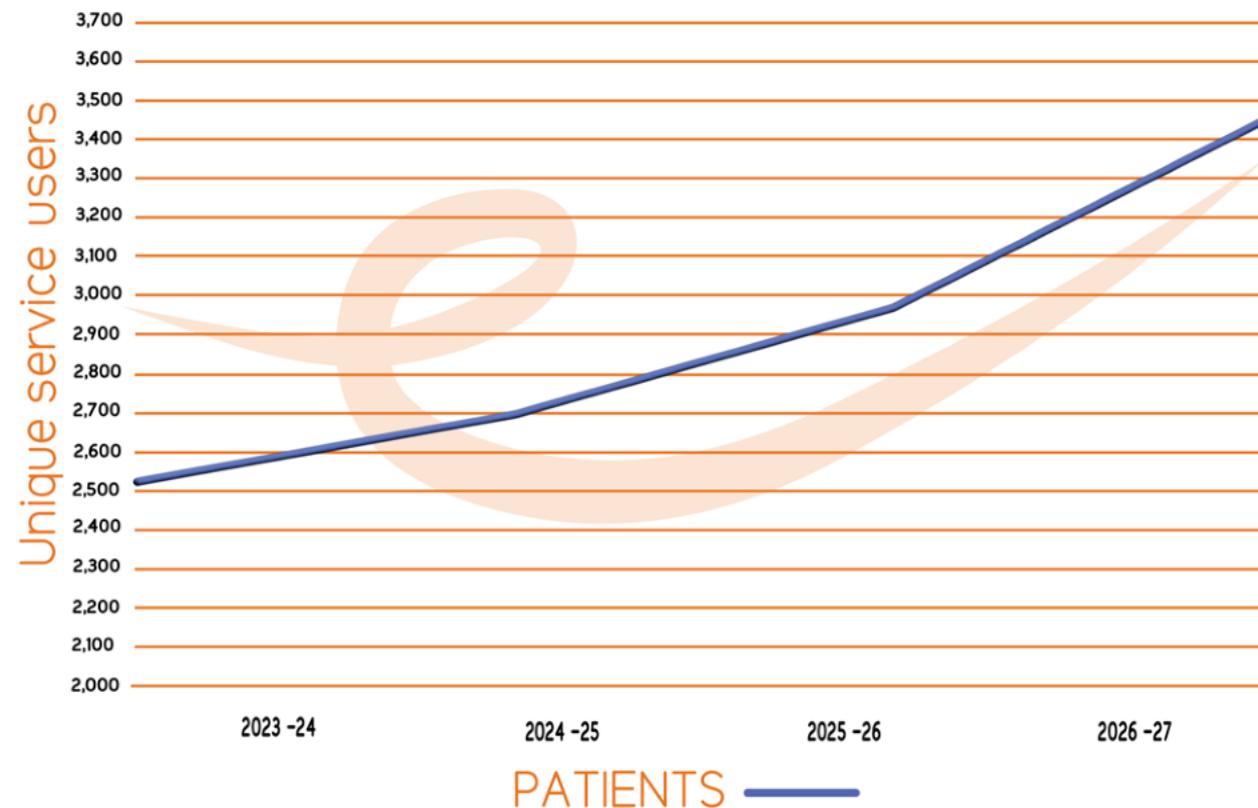
- Deaths per annum will increase by 27% in England and Wales.
- There will be a 75% increase in deaths occurring in those >85 years old (from 39%-54% of all deaths).
- The impact of the pandemic is so far unknown but likely to increase the number of people requiring specialist palliative care.

Over the next three years we will be working with the local GP's, NHS professionals and local services to engage with people facing a life-limiting illness earlier in their journey and to ensure that crisis and out of hours support is available and that our services are accessible and inclusive.

*Reference: How many people will need palliative care in 2040. Etkind et al, BMC Medicine (2017); Bone et al. Palliative Medicine (2018)*



## PROJECTED DEMAND FOR ELLENOR SERVICES



### LOCAL DEMAND

We are committed to:

- Ensuring that we raise awareness of our service across our local communities.
- Improving access to communities who are currently underrepresented in our services.
- Supporting early engagement with the service, especially with the development of our Wellbeing Centre.
- Reducing the number of people who die in hospital, especially if they have a clear preference for going home or hospice care.

# OUR VISION, MISSION, AND VALUES

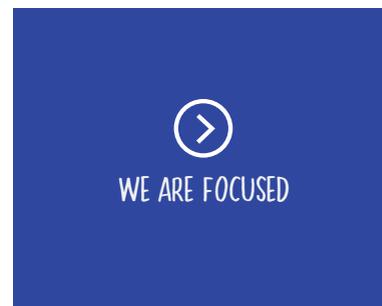
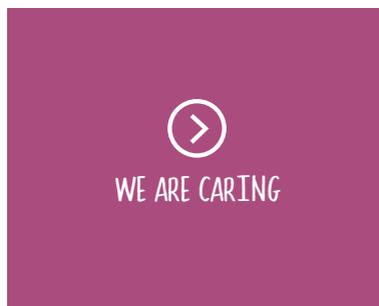
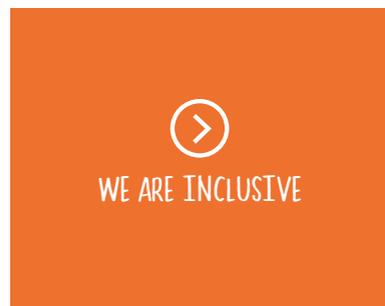
**ellenor** is committed to providing compassionate care for individuals with life-limiting illnesses, who require palliative and end-of-life care, together with their families and loved ones.

We encourage people to celebrate life, to live well, and make the most of precious time throughout their journey. Our care encompasses palliative care, symptom management, physical, emotional, and spiritual support, with an emphasis on improving the quality of life and ensuring that people and their loved ones are supported throughout the journey.

**Our Vision** - We are dedicated to enabling every person we support to have a seamless and personal experience which meets their needs and wishes.

**Our Mission** - We respect patient dignity and independence, providing quality care, and supporting them and their families to live with life-limiting illnesses in their homes or our hospice.

**Our Values** - click on each box below.





## OUR CORE STRATEGIC PILLARS

Our strategic priority is to meet the growing demand for specialist palliative and end-of-life services for our community. We are committed to:

- Continuous development, delivering high quality, responsive, flexible, and innovative services.
- Ensuring that our services are accessible, inclusive, and flexible to meet the needs of our diverse community.
- Securing sustainable funding to support our services and development.

Pillar 1 - Our Community



Pillar 2 - Our People



Pillar 3 - Our Services



Pillar 4 - Our Quality



Pillar 5 - Our Environment



# PILLAR 1 – OUR COMMUNITY

We are committed to delivering services which are accessible, inclusive, culturally competent and meet the needs of our diverse communities.

## Strategic Objectives:

- We will engage with our local communities, especially those who are underrepresented in our service and team.
- We will listen and learn from communities and develop services that are culturally sensitive and competent.
- We will work collaboratively within our communities to develop bespoke wellbeing, palliative and end-of-life support.
- We will develop organisational behaviours and attitudes which are inclusive and where racism and discrimination are challenged.
- We will raise awareness of our services to ensure that our community knows how to access the right service at the right time.



## KEY OUTCOMES FOR 2024–2027

- Increase access of underrepresented communities by 10%.
- Increased evidence of working collaboratively with faith, grassroots and community services.
- Demonstrable evidence of awareness of ellenor services within our diverse communities.

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## PILLAR 2 – OUR PEOPLE

We recognise that our staff and volunteers are our greatest asset. We will create a comprehensive People Strategy, which fosters a positive workplace culture and ensures the wellbeing and development of staff and volunteers.

### Strategic Objectives:

- We will develop a reputation as an “Employer of Choice” attracting and retaining quality staff and volunteers.
- We will invest in our staff and volunteers to maximise the opportunity for personal and professional development.
- We will develop our volunteer strategy to ensure that we have a range of roles that are accessible and inclusive.
- We will further develop a holistic approach to wellbeing, which creates a nurturing and supportive environment for the team.
- We will ensure that our staff team are representative of our diverse local community, where staff can be their 'authentic self' at work.



### KEY OUTCOMES FOR 2024–2027

- Increase recruitment and retention of staff who are representative of our diverse communities to 15% of the workforce.
- 10% reduction in staff turnover.
- Increase in volunteer support across all departments by 30%.

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## PILLAR 3 – OUR SERVICES

We are committed to supporting people from the time of their diagnosis with a life-limiting illness and offering wellbeing, palliative, and end-of-life support throughout their journey.

### Strategic Objectives:

- We will continue to embed the NHS 6 Ambitions for Palliative and end-of-life care in all of our services.
- We will share our knowledge and experience and work in partnership with other care providers in our community.
- Our work will focus on ‘What Matters to you’ principles.
- We will work collaboratively with local health and care providers to raise awareness of **ellenor** services and to ensure that everyone is able to make an informed choice regarding their palliative and end-of-life preferences.
- We will work with our volunteers and community to establish a ‘Compassionate Neighbour’ approach.



### KEY OUTCOMES FOR 2024–2027

- In line with expected population growth, we expect to support 30% more people by 2027.
- Achieve 85% occupancy levels on inpatient beds.
- 80% of people who we support will say that they have had positive experience of **ellenor**.

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## PILLAR 4 – OUR QUALITY

**We are committed to delivering high quality services that meet the needs of our community.**

### **Strategic Objectives:**

- We will ensure that each person's journey is marked by dignity, comfort and the best quality of life, reflecting our belief that everyone deserves to live with dignity and respect.
- We will develop quality assurance measures to monitor and evaluate care processes and outcomes.
- We will work towards service specific accreditation to ensure that we comply with good practice and service excellence.
- We will continue to develop ongoing training programmes to empower health and social care professionals with the latest knowledge and skills in palliative care, promoting a culture of lifelong learning and expertise.
- We will continue to work towards becoming a 'Centre of Excellence.'



### KEY OUTCOMES FOR 2024–2027

- To be recognised as a Centre of Excellence within the Hospice sector.
- To promote research and evidence-based approaches to innovation within **ellenor**.
- To be a preferred employer for talented professionals.

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# PILLAR 5 – OUR ENVIRONMENT

**We will work to establish long-term financial, income generation, reputational and environmental sustainability, laying a solid foundation to meet the needs of our community.**

## **Strategic Objectives:**

- We will review our systems, to ensure that we can meet the increasing demand and demonstrate our impact and effectiveness.
- We will secure financial stability, robust income generation and ensure the best value.
- We will develop environmental sustainability that will reduce our 'carbon footprint'.
- We will invest in new service development, including our Wellbeing Centre.
- We will build brand awareness through a robust marketing and communications strategy.



**BREAKING GROUND CEREMONY  
FOR THE NEW  
WELLBEING CENTRE  
2023**



## KEY OUTCOMES FOR 2024–2027

- Increase retail presence by doubling our retail venues.
- 20% increase of income from fundraising annually.
- 15% increase in statutory income.
- A balanced budget is in place by 2027.
- 15% increase in market awareness and engagement.

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# FUTURE SERVICE DESIGN

To meet the increasing demand for our services and to support our local community, we will review our service approaches and model. This will include a greater emphasis on collaboration with local stakeholders, coproduction with our local community and commissioners and really listening to the needs of our clients.

We are committed to supporting local people facing life-limiting illness and their families/carers throughout their journey. We will increase the number of people we can support, to reduce the number of people who die in hospital, especially if they have a clear preference for going home or hospice care.

**WELLBEING SERVICES**

*"You really made a huge difference to dad, who came to you when he was very low, and found friendship, kindness and a purpose, as well as practical support."*

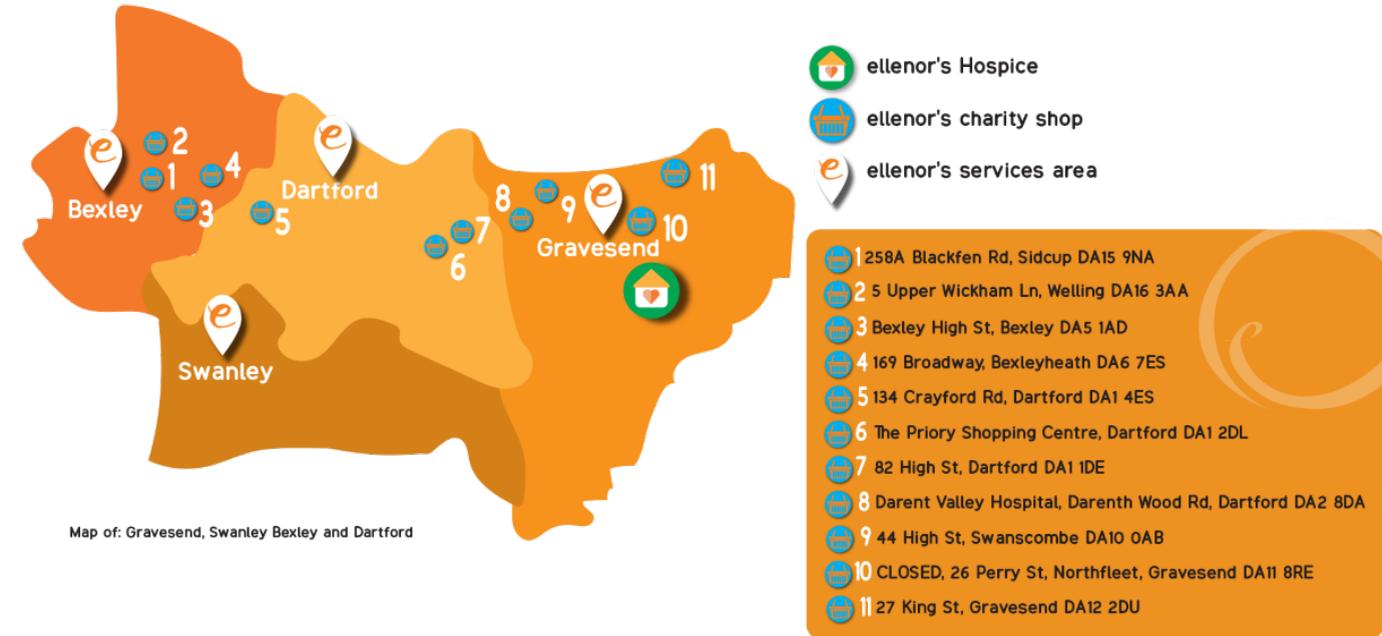
*"Nothing is too much and you do it with a smile too!"*

**FAMILY SUPPORT SERVICE**

*"I will always appreciate the dedication and care that ellenor provides. The Family Support Service got me through a very tough time , and I definitely would not be where I am today without them. I never felt alone, always had someone to talk to, they are truly amazing."*



Future Service Design



## OUR LOCAL COMMUNITY

We deliver services in four prominent boroughs, namely the London Borough of Bexley, Swanley, Gravesham, and Dartford. This expansive area includes a diverse and dynamic landscape, both urban and rural, catering to a wide range of health and social care needs.

**ellenor's** coverage in these boroughs plays a crucial role in delivering comprehensive and compassionate health and social care services. From paediatric care to end-of-life support, ellenor's reach extends across homes and communities, ensuring that patients and their families receive the care they need when they need it.

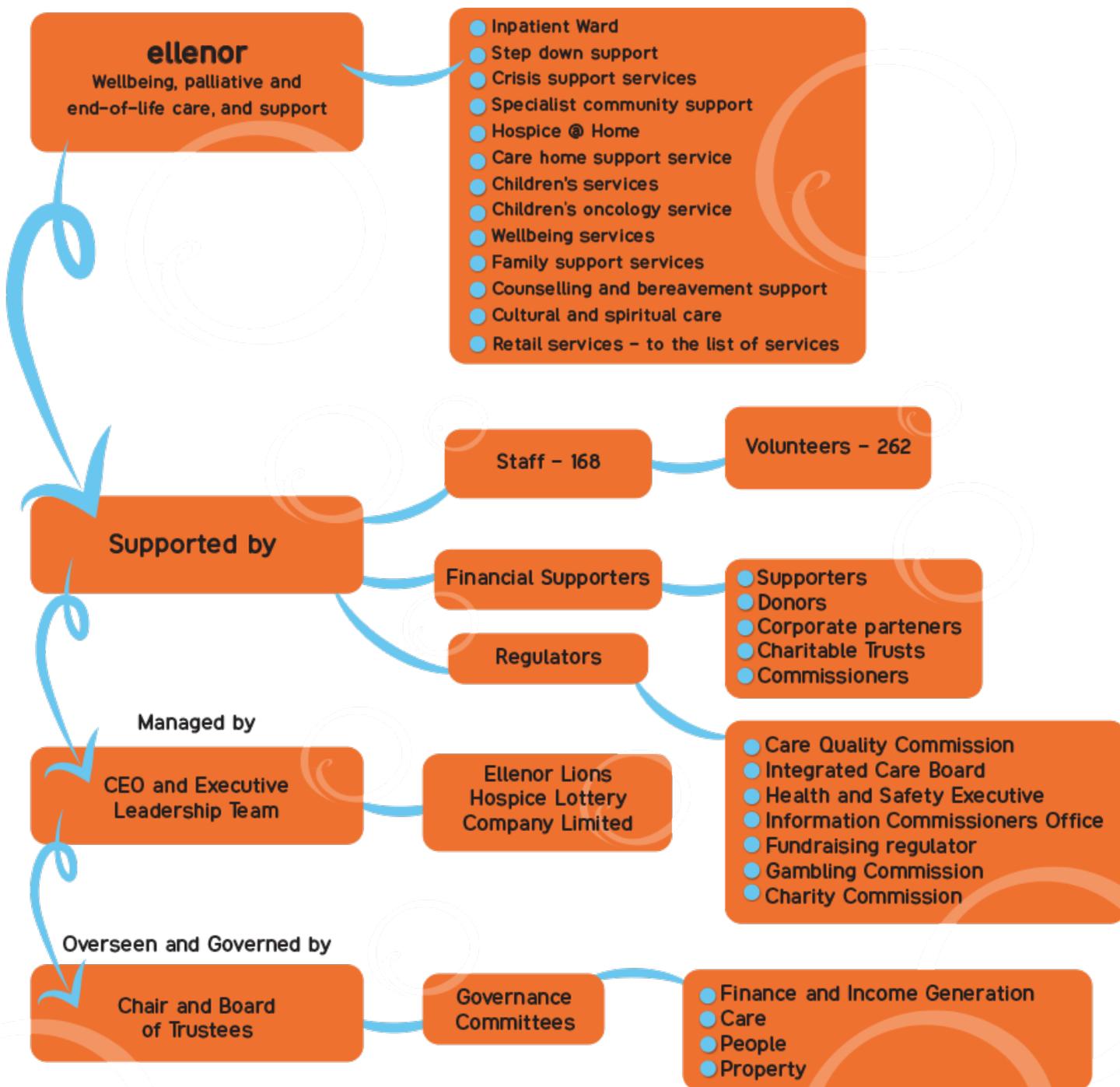
# GOVERNANCE AND MANAGEMENT

**ellenor** is registered as a charity. As a result, we are committed to ensuring that our organisation is well governed and managed. Good governance in charities is fundamental to their success.

We are governed by a Board of trustees who elect a Chair. Trustees play a pivotal role in charitable organisations, as outlined by the Charity Commission UK. Their primary responsibility is to ensure that the charity operates in line with its stated purpose and remains true to its mission. Trustees are entrusted with making key strategic decisions, managing resources effectively and safeguarding the charity's assets.

They are legally accountable for the charity's activities, overseeing financial management and ensuring compliance with relevant laws and regulations. Trustees also bear the duty of prudence, acting with care and diligence to protect the charity's interests. They must act in the charity's best interests, avoiding conflicts of interest and maintaining transparency in decision-making, all while upholding the highest standards of integrity and ethics.

**ellenor** is best placed to achieve its ambitions and aims if it has effective governance and the right leadership structures. Skilled and capable trustees will help a charity attract resources and put them to best use. Good governance enables and supports a charity's compliance with relevant legislation and regulation. It also promotes attitudes and a culture where everything works towards fulfilling the charity's vision.



# GOVERNANCE AND MANAGEMENT STRUCTURE



# Get involved

and make a difference to your local charity

FUNDRAISING

CORPORATE PARTNERSHIPS

STORY SHARING

CAREERS

SUPPORTING

VOLUNTEERING

... and much more

*ellenor.x*  
hospice care in your home or ours

WWW.ELLENOR.ORG



CONTACT US ON: 01474 320007

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