



HOSPICE AT HOME  
WEST CUMBRIA

*Enhancing life, excelling in care*

Registered Charity No. 1086837

# Strategy 2022-2025



[www.hospiceathomewestcumbria.org.uk](http://www.hospiceathomewestcumbria.org.uk)

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## Introduction



We are very pleased to be able to introduce our strategy for 2022-25 which outlines what Hospice at Home West Cumbria plans to focus on over the next 3 years. Our strategy is a summary of our general direction and the work that we will do, and is supported by a detailed delivery plan which will be monitored regularly by each of the Hospice Board committees.

Each year in our Annual Review we will provide an update on the progress we are making towards achieving our strategic aims to ensure sustainability in providing a local palliative care service and to support improvement in end of life care across West Cumbria. The review will also include information about Hospice at Home West Cumbria's financial situation. Each year we need to raise nearly £1.2m which is a challenging prospect however we remain thankful for the support of the people of West Cumbria for their donations, legacies and support for our various fund raising activities.

We will continue to celebrate the great work that is done by the Hospice team which includes both staff and volunteers. We will have a strong focus on collaboration with other health care providers to ensure that we work as efficiently as possible and will take further steps to listen to and learn from the valuable feedback that we get from our patients, their families and the people of West Cumbria.

The Hospice movement was founded by Dame Cicely Saunders 55 years ago. Her words are as important to us now as they were then:

*"You matter because you are you. You matter to the last moment of your life, and we will do all we can, not only to help you die peacefully, but also to live until you die."*

*Brendon Cook*

*Chair of the Board of Trustees*

# VISION

All people in West Cumbria have timely access to personalised high quality palliative and end of life care.

# MISSION

To be at the heart of our community and provide home nursing, emotional support, complementary therapies and lymphoedema care when and where needed.

## OUR CHARTER

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- We will provide a range of high quality care, support and information for patients, their loved ones and those bereaved.
- We will help you live your best life by supporting you with your emotional, physical, spiritual, social and cultural needs and wishes.
- We will listen carefully to your wishes and needs throughout your journey and always keeping you and those important to you at the centre of all we do.
- We will work closely together and alongside other professionals to ensure we provide you with the support you need to live your life how you choose.
- We will deliver care and support where and when you need it.
- We will keep you safe.
- We will ensure we keep your information confidential and private.
- We will develop trusting relationships with you and those important to you, enabling you to share your thoughts and feelings in a safe, non-judgemental place.
- We will provide support and care from compassionate, kind and skilled professionals and volunteers.
- We will welcome everyone regardless of their age, gender, ethnicity, disability or sexual orientation and treat each person with dignity and respect.



## Who We Are

Hospice at Home West Cumbria (HHWC) is registered as a company limited by guarantee at Companies House and is also registered with the Charity Commission, Fundraising Regulator and is inspected by the Care Quality Commission (CQC).

We provide home nursing, family and bereavement support services and lymphoedema treatments to people in West Cumbria. This is an area from Maryport in the north, to Millom in the south and into rural areas of the Eskdale, Wasdale, Ennerdale and Buttermere valleys; serving a population of around 137,000. Our care is delivered to people in their own homes and communities and includes those in nursing homes and hospitals including:

- 3 Integrated Care Communities + Millom
- GP practices
- 3 Community hospitals
- 1 District General Hospital
- All care homes; nursing and residential homes

Our services are delivered free of charge to all those who need them. To support this, we have a marketing and income generation team to raise our profile so that people are aware of our services and know how to support us. Around one fifth of our income comes from the NHS the rest has to be raised through our own income generating activities, legacies, trusts and grants. All our actions are governed by the knowledge that we have a duty to manage our resources wisely and cost effectively and remain sustainable into the future.



**We are rated as GOOD by the Care Quality Commission (August 2015)**

## What we deliver

We provide specialised palliative care for adults who are facing the end of their lives, support for their families and carers and lymphoedema treatments.

Care is provided by 3 integrated care streams:

### Home Nursing

- **Home Nursing provides**

- Care at home, in care homes, nursing homes, community hospitals and acute hospitals
- Care given by registered general nurses, health care assistants and volunteers
- Care delivered 24 hours per day, 7 days per week, 365 days per year

### Family & Bereavement Support

- **Family and Bereavement Support provides**

- One to one support in highly complex situations
- Family support in highly complex situations
- One to one support to manage normal grief and loss
- A range of support groups for patients, carers and those bereaved
- A range of complementary therapies for patients, carers and those bereaved

### Specialist Lymphoedema care

- **Lymphoedema treatment in our dedicated clinics or people's homes**

- For cancer related lymphoedema
- Non- cancer lymphoedema

We are also an integral part of the local specialist palliative care team; we achieve this by:

- Being a key stakeholder in the weekly multi-disciplinary team
- Making a financial contribution to the specialist palliative care medical team
- Providing administrative support to the community specialist palliative care team and acting as a single point of access for all referrals in North Cumbria working alongside the Integrated Care Communities, GPs and Clinical Nurse Specialist team



## Delivery facts and figures

Hospice at Home West Cumbria was founded in 1987. Our “Hospice without Walls” was created by and for the people of West Cumbria and has become embedded into the fabric of our communities.

During 2021/22, there were 243 new patients cared for by our home nurses. These patients received 133 days of care and 753 nights of care.

207 lymphoedema referrals were received in total during this time, this is an increase from 204 in the previous year and 194 in the year 2019-20. The total was made up of 57 cancer patients, 150 non cancer patients, which is a split of 28% and 72% of the referrals respectively. All patients were seen within our 12 weeks’ time limit, patients whose needs were more urgent were prioritised and all were seen within 13 days. The majority of patients were assessed within 4 weeks.

134 individuals were supported by our Family and Bereavement Support service including complementary therapy through a range of therapies and interventions provided by both staff and volunteers.

Our clinical volunteers gave 1,111 hours of their time to support patients, carers and those bereaved.

Over the period 2022-25 we expect to deliver the following:

750 patients cared for by our home nursing teams

400 days of care delivered by our homes nursing teams

2,300 nights of care delivered by our home nursing teams

650 lymphoedema referrals

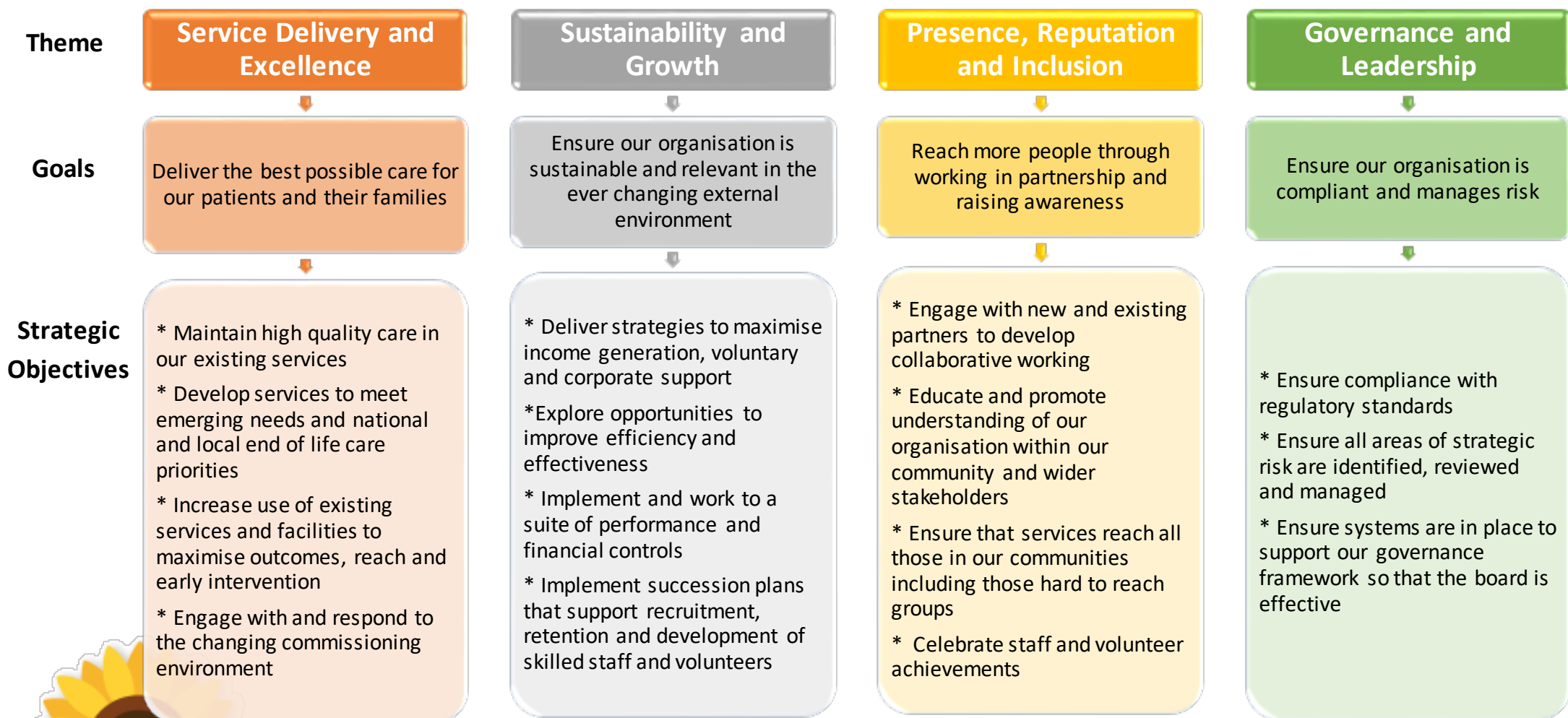
600 people supported by our Family and Bereavement Support Teams

1,200 hours of volunteer time to support patients, carers and those bereaved



## Our Strategy for the next 3 years

Over the next 3 years our focus will be on the following 4 themes:



## Indicators of Success

### Service Delivery and Excellence

#### Indicators of success

- New Support at Home service launched and expanded across West Cumbria
- Patients, carers and families of those at the end of their life are able to express their needs and wants and receive appropriate support
- Positive feedback from customer questionnaires
- Increase in referrals at an earlier stage
- A visiting service to support patients and families will be developed
- Increase in the engagement and collaborative working through the Integrated Community partnerships and other care providers
- Strong and sustainable partnerships established and we continue to receive the service delivery grant from the Cumbria Clinical Commissioning Group and develop new relationships with the North East
- Improved evidence, knowledge and understanding of local need in order to plan further service development
- Health professionals within our communities will have access to a suite of information about our services
- Research opportunities with universities will be explored
- Opportunities for developing an advice service will be explored
- Delivery of Lymphoedema services across north Cumbria including education and links with other health services

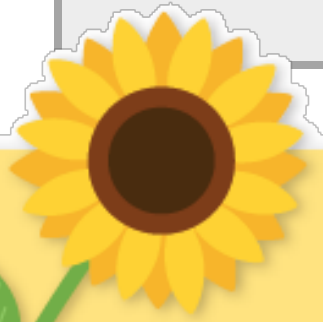




## Sustainability and Growth

### Indicators of success

- Job evaluation and rewards and career progression structure in place
- Improved ways of working through agile working and assistive technology
- Medium term budgets forecast responding to level of grant received from commissioners
- Investment levels reviewed and agreed
- Budgets identified for 'Innovation Fund' to ensure proactive planning and development
- Robust staff training plan in place including specialist training, further qualifications and 'growing our own' talent
- Opportunities for apprenticeships identified
- Plan, implement, and manage a continuous programme of volunteer recruitment, training and development which will enhance service delivery
- Ensure all employment practices follow latest guidance and good practice
- More partnerships and collaborative working to share expertise, best practice and reduce costs
- Innovative and sustainable models of care are launched
- Prudently manage our resources and invest in the future
- Generate income by diversifying and extending the range of income streams
- Hold 12 months operating costs as a reserve and have a medium term sustainable budget
  - Successful delivery of the objectives of the Legacy Strategy



## Presence, Reputation and Inclusion

### Indicators of success

- Robust marketing plan in place to enhance understanding of our charity within the local community
- Greater public awareness of the value of hospice care and more public engagement on related issues such as death and dying
- New and diverse income sources including a higher proportion of regular donations are sustained
- Increased number of presentations and educational opportunities
- Further develop our social media presence
- Extend training and education services to care homes and other providers
- Build stronger links with healthcare organisations
- Benchmark with other hospices
- Ensure services and information reach as broad a range of people as possible including those groups who are often excluded from services
- Attract new volunteers with a range of skills and experience
- Develop new mechanisms for internal communications to celebrate achievements and gather feedback from staff and volunteers



## Governance and Leadership

### Indicators of success

- Governance documents revised and the membership reviewed
- A good or outstanding report from CQC
- Identification and assessments of strategic risks and risk appetite with realistic mitigating actions
- Stress testing in place
- Programme of audits in place
- Continuity and business plans in place
- More and better quality data sets available
- Board has effective oversight and constantly planning for the future
- Increased compliments and reduced complaints
- The Board reviews its own performance and effectiveness
- Complete a staff skills mapping and succession plan



## Considerations

There are key external factors, both local and national, that influence our organisations growth and direction, both now and in the future and these have been considered during the development of our strategy. These include changes to commissioning structure and/or NHS changes and partnership working with other hospices in North Cumbria and the regions.

In developing this strategy we have considered:

- Feedback questionnaires and discussion groups with patients and families in line with our Hospice Charter
- Feedback from staff, volunteers and trustees
- Hospice UK Hospice Vision document
- National policy on Improving Care for People at the End of their Life.
- Board and senior management team away day
- The strategic risk register which highlights the potential current and future risks to the organisation

We have also considered the following documents -

- The National End of Life Care Strategy (Department of Health, 2008)
- Ambitions for Palliative and End of Life Care
- One chance to get it Right (The Leadership Alliance for the Care of Dying People 2014)
- Actions for End of Life Care: 2014 – 16 (NHS England 2014) National Institute for Health and Care Excellence
- What is important to me, The Choice in End of Life Care Programme Board (2015)
- North Cumbria CCG Quality Strategy (February 2018)



# CONTACT US

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Cumbria  
CA14 2BB

Tel: 01900 873173  
Email: info@hhwc.org.uk

## If you have any good quality pre-loved items you would like to donate to us to sell in our stores:

Donation Centre  
48 Pow Street  
Workington  
Cumbria  
CA14 3AB

Tel: 01900 268229

## To visit one of our stores:

54 Pow Street  
Workington  
Cumbria  
CA14 3AB

Tel: 01900 608473

4-5 Museum Square  
Keswick  
Cumbria  
CA12 5DZ

Tel: 01768 775830

Old Kings Arms Lane  
Main Street  
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Tel: 01900 821431

## Website:

[www.hospiceathomewestcumbria.org.uk](http://www.hospiceathomewestcumbria.org.uk)



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Registered Company No. 4191126 registered in England and Wales  
Registered Charity No: 1086837  
Registered with the Care Quality Commission  
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