

Providing excellent care and support to people living with
or affected by life-limiting illnesses

A five-year strategy for St Ann's Hospice 2017 -2022



Inclusive

Professional

Compassionate

Respectful

About St Ann's Hospice

St Ann's is Greater Manchester's largest hospice. We care for patients and families from our Heald Green, Little Hulton and Neil Cliffe Centre sites as well as in their own homes and communities. We're here to help people from across Greater Manchester who are over the age of 18 and affected by a life-limiting illness. We also look after their loved ones and carers.

Visit our website to find out how our work supports the communities we serve: www.sah.org.uk

Keep up to date with our work and activity on social media:

[@StAnnsHospice](https://twitter.com/StAnnsHospice) www.facebook.com/stannshospice

[@stannshospice](https://www.instagram.com/stannshospice) www.youtube.com/stannshospice

Introducing our strategy

Our strategy summarises the ambitions of St Ann's Hospice and outlines what we hope to achieve during the next five years.

St Ann's aspires to provide world-class care for patients, families and carers, supporting a Greater Manchester population of 1.2million. Our work is patient-centred and is driven by our clinical strategy. We're proud to be embedded within our local communities and recognise the importance of significant partnerships. We know that our services are as valued and valuable within community settings as they are when delivered within the hospice buildings. We meet the specialist palliative care needs of our patients and their families at any stage of illness, regardless of diagnosis. The care we provide is individual, patient-centred and free of charge at point of delivery.

We must prepare for significant developments in the Health and Social Care sector. We'll continue to work closely with commissioners to understand and meet the evolving needs of patients. We'll form partnerships to co-produce the best outcomes for patients and families. We have a wish to extend our Hospice@Home principles and meet the need for activity in patients' preferred place of care. We'll continue to influence the coordination of hospice work across Greater Manchester and we'll lead the way in exploring the benefits of strategic and operational synergies with sector peers.

It's clearly essential that we remain financially viable. We enjoy a positive relationship with commissioners, which brings in around one third of our income. That is enhanced by Trading Company income, legacies and grants, and substantial fundraising activity by supporters.

We will explore opportunities for innovative and diverse income generation activity and increase our efforts to identify and realise potential income streams. We'll ensure our facilities, equipment and systems are fit for purpose and fit for the future.

Our strategy reflects a consideration of the needs of patients, families, carers, staff, volunteers and key stakeholders. The strategy is dynamic and inspirational; empowering our St Ann's family as we face the future together.



Eamonn O'Neal
Chief Executive



Christine Gibbons
Chair

Our purpose and values

Excellent care delivered through a value-based culture.

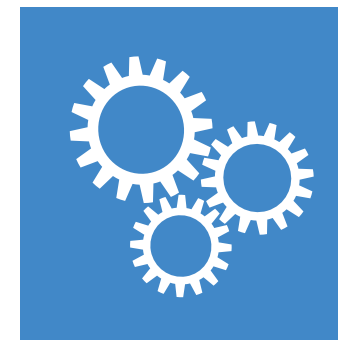
Our Purpose:

To provide excellent care and support to people living with or affected by life-limiting illnesses.

Our Values:



Inclusive



Professional



Compassionate



Respectful

As St Ann's looks towards our 50th anniversary, it's important to remember that the current trustees, executive and staff have a responsibility to ensure that it is cherished and in the best shape possible for the next generation. St Ann's Hospice is a special place. There are certain things which make us different:

- We are a part of the broad health and social care environment but we're also an independent charity, able to determine our own future.
- Our clinical strategy is at the heart of everything we do.
- Our workforce is supported by a large number of volunteers.
- The majority of our funding comes directly from our supporters and local communities.
- We don't charge for our core service at the point of delivery.
- Our reputation is the key to our future and the type and quality of service we provide is therefore directly linked to that reputation.
- We are a true local charity, serving our local communities.

St Ann's has an impressive reputation, built up over almost half a century. However, the success of the hospice is dependent on the ability to maintain excellence whilst changing and adapting to meet the significant challenges of patients' needs, the health and social care economy and the changing world.

For future sustainability, in particular, there must be:

- a clear vision of our future strategic direction, recognising both opportunities and threats
- an agreed way of working and an organisational culture which will allow the organisation to face the future
- a recognition that if St Ann's remains an organisation of choice, excellent provision of care will be assured for those who need it at such a difficult time in their lives.

Anyone coming into contact with St Ann's, whether as a service-user, supporter or shop customer, will experience the same level of care and professionalism upon which our reputation has been built. St Ann's is accessible and collaborative. We recognise our responsibilities to our communities. Patients, their families and carers are at the centre of everything. Our staff and volunteers are highly valued and they always act with great care and compassion.

Success in the future will be determined by colleagues working as a strong and united team to maintain the highest possible standards of care and compassion for our patients, families and carers.

Our five strategic aims

- To provide world-class, innovative care
- To be an organisation of choice
- To continue to develop a values-based culture within which there are high-performing individuals and teams
- To develop appropriate environments and outreach services to facilitate world-class specialist palliative and end of life care
- To continue to be financially viable.

Strategic Aim 1: To provide world-class, innovative care.

We will deliver high quality, innovative services that are patient and family-focussed and that meet palliative and end of life care needs.

Many groups feel they are disadvantaged towards the end of life and don't have easy access to appropriate hospice services. These include certain faith groups, LGBT community, homeless people, prisoners and the traveller community.

We will promote a better understanding of the referral and decision-making processes and an awareness of available choice. We'll ensure equitable access to services, including those embedded within the community.

Collaborative and strategic partnerships will help to drive improvements in care. We will seek and share best practices at local, national and international levels. We'll integrate research, teaching and learning in order to further improve care for those approaching end of life.

Strategic Aim 2: To be an organisation of choice.

The culture of an organisation has a direct and noticeable effect on the organisation's success.

St Ann's will remain a great place to work and colleagues will maintain the highest possible standards of care and compassion for our patients, families and carers.

We will offer colleagues development opportunities that are good for them and good for the hospice. We'll foster activity and engagement that leads to a skilled and engaged workforce.

We will nurture the wellbeing of staff and volunteers and endeavour to offer competitive terms, conditions and benefits.



Strategic Aim 3: To continue to develop a values-based culture within which there are high-performing individuals and teams.

There will be inspired, inspirational and visionary leadership. Those leadership qualities will contribute to developing a highly capable, flexible workforce at all levels of the organisation to meet the changing needs of the hospice.

There will be significant levels of dynamic influencing within and beyond the voluntary sector.

It is crucial that the trustees, executives and senior management teams lead by example and exhibit our values and behaviours.

There will be continuous evaluation of Board performance and membership to ensure effective governance.

Strategic Aim 4: To develop appropriate environments and outreach services to facilitate world-class specialist palliative and end of life care.

It's recognised that hospice care is not merely about buildings and structures. However in order to provide world-class care, there must be best-in-class buildings. Inadequate facilities present significant challenges in meeting the increasingly complex clinical and care requirements of patients and families.

We have the ambition to deliver building(s) we're proud of, in that they are suitable, safe and facilitate effective performance. We'll design building(s) which allow for flexibility and further development to meet emerging demands.

We will ensure the technical and IT systems are robust and appropriate in order to ensure safeguarding imperatives are protected.



Strategic Aim 5: To continue to be financially viable.

We will ensure effective financial governance at all times.

We will increase and sustain engagement with statutory commissioners, NHS Trusts and grant organisations to allow for the delivery of efficient and effective services.

We will encourage innovative fundraising activity and develop sustainable, diverse income streams. We'll develop a robust retail strategy in order to increase income and contribution from the trading company.



Contact details

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