



every day makes a difference

Leading specialist care for people impacted by life-limiting illness.

A five-year strategy for St Ann's Hospice 2023 -2028



Company Registration No: 947220 Registered Charity No: 258085 Registered Office: St Ann's Hospice, St Ann's Road North, Heald Green, Stockport SK8 3SZ



About St Ann's Hospice

St Ann's is the largest and one of the oldest hospices in the country. We provide specialist care and support to a wide population across Greater Manchester and parts of Cheshire. We look after people aged 18 and over who are impacted by life-limiting illness. Care is provided at our hospice sites in Heald Green and Little Hulton as well as in the place people call home, supported by a range of community and outreach services.

Introducing our strategy

Our strategy builds on the previous version and will outline our ambitions and what we aspire to achieve during the next five years.

St Ann's has been at the centre of providing specialist palliative and end-of-life care for over half a century. People matter and we believe in putting patients first and delivering innovative care that is driven by our clinical strategy. Care is provided in a safe and inclusive environment by expert teams, supported by cross-sector collaboration, research and education. Care is tailored to the individual and is goal-specific to meet the complex needs of the person and those closest to them at any stage of illness, regardless of the diagnosis. Care is delivered at our hospices or can be accessed from other community settings.

It is evident that the political, economic and health and social care landscapes are changing at pace. Together we are stronger as we immerse ourselves into the new integrated care system. We will navigate these new landscapes with confidence and cohesion, collaborating with colleagues both internal and external in order to lead and learn, influence, drive for success and to deliver our ambitious strategy and achieve our strategic aims to produce the best outcomes for our patients and their loved ones.

This strategy also reflects the learning, determination and strength of St Ann's as we emerge from the COVID-19 pandemic. Despite the devastation and challenge it has caused, it also created opportunities to act and we recognise the importance of being brave and bold, to look ahead and fulfil our future ambitions. We will ensure that our care and services are available and accessible for all those people in our constantly changing and diverse communities who need them, when they need them, and where they need them. We will also reflect on our history, celebrating the work of our early pioneers, without whom we would not exist. As we plan for the future, we will ensure that our brand is fit for the future and sustainable.

As we look to building our brand new hospice site in Heald Green and maximizing our other site in Little Hulton, we also need to focus on securing our income and ensuring we not just remain financially viable but act with innovation to diversify new income streams and business opportunities for the future. Our infrastructure, equipment, systems and organisational culture alongside our workforce are crucial to the success and to achieving our ambitions, so we will continue to strive for excellence, be fit for the future and ensure we recruit and retain high-performing people.

Our strategy will enable us to map out our future aims to achieve success, ensuring patients and those closest to them are at the centre of everything we do. Our staff and volunteers are instrumental in enabling our success and in return we will continue to value their commitment and ensure their wellbeing and development remains at the forefront of our minds. Our ethos of collaboration, co-production and ambition will enable us to face the future together and be successful.



Rachel McMillan
Chief Executive



Jackie Oldham
Chair

Our Six Strategic Aims

Strategic Aim 1:

To provide outstanding person-centred care that is innovative and evidence-based.

- We will deliver a consistent level of outstanding care using innovative and holistic approaches to individualised care and support
- Our care will be evidence-based and aligned to the GM Commitments for Palliative and End-of-Life Care. We will use a rehabilitative approach to planning and delivering care to people using a multi-disciplinary framework
- We will ensure our services are accessible for those in all of our neighbourhoods and communities, whether that is in our hospice buildings or through our community and outreach services
- We will further develop and foster a cohesive and collaborative partnership approach to care to ensure we achieve the best outcomes for our patients
- We will further develop and enhance quality improvements using feedback and reported outcomes of care

Strategic Aim 2:

To lead the sector in education, research and innovation.

- We will provide an outstanding learning experience that enhances the capabilities of individuals, leaders and teams
- We will enhance our collaboration with university partners to be recognised as a teaching hospice
- We will build the capacity and capability of our current and future workforce to embrace and actively engage with research and innovation
- We will build our reputation as a sector leader and centre of excellence for education, research and innovation



Strategic Aim 3:

To be an organisation of choice for all.

- We will continue to enrich the culture of St Ann's by further developing opportunities for staff and volunteers
- We will ensure that people who need our services are able to choose to access our care and that it is tailored to their needs
- We will listen and engage with staff and volunteers to support their wellbeing and remain a competitive employer considering terms and conditions and benefits
- We will listen to, engage with and consider the voice of those using our services to further enhance our clinical services



Strategic Aim 4:

To sustain and further develop a values-based culture within which there are high-performing people and teams.

- We will continue to support our staff and volunteers to be the best versions of themselves
- We will ensure our leaders have integrity and credibility and are capable of inspiring others and achieving excellence
- We will live and breathe our values in everyday activities and ensure good governance is maintained and regularly reviewed throughout the organisation
- We will work proactively to champion social value through strong and effective leadership, building a shared understanding of social value throughout the hospice



Strategic Aim 5:

To ensure our buildings, estate and facilities are fit for the future to enable the delivery of outstanding person-centred care.

- We will build and open a new hospice building in Heald Green and further review our Little Hulton site, ensuring it remains fit for the future with the changing needs of the population and demand on services
- We will ensure our technical facilities are modern, robust and safe to deliver high-quality care, education, training and research
- We will enhance our inclusive culture to identify and open some of our facilities to the public, building our networks and community cohesion
- We will review, refresh and promote our brand in readiness for the future



Strategic Aim 6:

To be financially viable and develop growth in our business for future sustainability.

- We will ensure effective good governance is regularly reviewed and adhered to
- We will continue to develop our collaborative relationships with supporters and colleagues within the health and social care networks to enhance their financial contribution to care and service provision
- We will explore opportunities within the health and social care networks for financial sustainability.
- We will review the voluntary income streams including the effectiveness of the Trading Company strategic plan
- We will develop our entrepreneurial ability to identify diverse and sustainable income streams
- We will develop agile, efficient and flexible processes to reduce costs, enable prompt decision-making and maintain outstanding care delivery

Our Purpose and Values

Outstanding care delivered through a values-based culture.

Our Purpose:

Leading specialist care for people impacted by life-limiting illness

Our Values:



At St Ann's, we are proud to have been providing care and support for people from across Greater Manchester and parts of Cheshire for more than half a century. Everyone at the hospice plays their part in enabling that specialist care to continue – whether that is directly providing care and support for patients, raising or processing funds needed, shouting about what we do, or ensuring our buildings, systems and processes remain fit for purpose.

What we stand for, how we behave and how we deliver our care is incredibly important.

We can only be there now and in the future by ensuring our hospice values and the associated behaviours remain at the heart of everything we do. They underpin our culture and are central to our work.

There are so many things that make St Ann's special. We are unique and proud of it.

- We have a unique heritage as one of the largest and oldest hospices in the UK
- We are proud to be part of the Integrated Care System locally and regionally and also as an independent charity, able to determine our own future and make our own decisions
- Our patients and those closest to them are at the heart of everything we do
- We are privileged to have the support of our local community
- Our hardworking and loyal employees and volunteers enable us to continue our work
- Our reputation is key to our continued success and our services are directly linked to that reputation
- We are a local charity, supporting local people

The values and behaviours are important to all of us and should be practiced by everyone in the organisation, whatever their role and whoever they are.

St Ann's has a spectacular reputation built up over half a century. This is pivotal to our future success and ability to achieve our strategic aims. Our new strategy will enable us to improve access to our services, and to explore opportunities so everyone has an equal right to care and support when they need it most. Our continued success, providing outstanding evidence-based care can only be achieved as we work together as a united team. By doing so St Ann's will remain an organisation of choice for all, a great place to work and somewhere that provides outstanding care to those who need it at a difficult time in their lives.



Contact details

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