

Strategic Plan 2016-2019

Rennie Grove Hospice Care is a charity providing care and support for adults, children and their families affected by cancer and other life-limiting illnesses from diagnosis whether on a known curative pathway or not. We offer focused interventions of care from self-management through to specialist palliative and end-of-life care. This can be accessed through day services at Grove House and our 24 hour hospice at home service.

Priorities 2016-2019

Following a review of our previous strategy we recognise that there are many challenges ahead. In summary capacity, activity, funding and critical resources will all need to rise by 10-20% over the period. The following priorities have emerged as essential to our success over the next 3years:

- Ensuring that we have the clinical capacity to meet increasing patient referrals into all our service areas and whilst maintain the excellent quality of our nursing and clinical care
- Overcoming shortages of both manpower and skills and developing special initiatives for recruitment and retention of clinical staff
- Collaborating effectively with other community services and continuing to develop improvements in our IT and analytics capabilities in order to address capacity issues
- Addressing the challenges of an aging professional and clinical workforces by careful succession planning and by providing increased support to our line managers as they seek to meet the needs of each new generation of our valued volunteers.
- Increasing the net contribution from both fundraising and marketing activities and from retail and trading. This will be supported by a strong focus on increasing brand profile and by an ever-widening network of relationships. Rennie Grove requires £8 million in funding each year (rising to a projected £9.5 million in the third year of the strategy) simply to maintain our current level of service. Improving utilisation of our multi-site facilities supported by a clear long-range maintenance and development plan including co-ordinated health and safety and procurement to maximise the value of every penny we spend.
- Developing the skills within the Finance team to allow for more sophisticated financial analysis to assist in ensuring our goal for financial sustainability.

Our Vision

Is that every adult and child with life-limiting illness can choose how they want to be cared for knowing they will receive exceptional specialist palliative care.

Our Mission

Is to provide our community with excellent specialist palliative and end-of-life care based around patients and their families both day and night.

Our Values

We are caring and compassionate

We are inclusive and treat everyone with dignity and respect. We respond with humanity and kindness. We recognise that the work we do, regardless of our role, clinical or non-clinical, impacts on how we deliver patient care.

We engage and empower

We actively listen, understand and respond to our patients, staff, volunteers and our community. We involve others in decisions that affect them and are open and honest about what we can and can't do. We share our knowledge and experience to provide reassurance and to enable informed decisions to be made at the right time.

We strive for excellence

We value excellence and professionalism and always strive to improve for the benefit of our patients. We work collaboratively and embrace the future with ambition and forward thinking. We improve and develop through continuous learning.

We develop and innovate

We understand the importance of working together to achieve positive outcomes for our patients, staff, volunteers, healthcare partners and community. We support one another and take responsibility for our personal and team performance.

We respect and value

We all contribute to patient care in our everyday role either directly or in a support role. We respect each other's skills and expertise and foster effective working relationships across the organisation. We are passionate about our cause.

Current Services

For over 30 years, Rennie Grove Hospice Care has provided specialist and supportive palliative care across the Chilterns area of Buckinghamshire and North West Hertfordshire.

Our clinical objectives focus on the needs of patients, their families and the wider community. We operate within the national framework for end-of-life care and the national definition states this to be 'within the last year', In Hertfordshire we are however able to extend our service offer to include health and wellbeing support for patients from diagnosis. We aim to:

- Support health and wellbeing of patients throughout their illness
- Achieve preferred place of death for patients
- Prevent hospital admission
- Provide excellent symptom control
- Support and educate carers
- Offer psychological support throughout the care pathway and into bereavement.

These objectives translate into a growing portfolio of services including:

Hospice at Home: adults and children	Day Hospice
Nurse Outpatient Clinic	Doctor Outpatient Clinic
Family Support Services	Occupational Therapy
Physiotherapy	Complementary Therapy
Cancer – information service	Home sitting and befriending

Our overall aim is to support patients to remain at home living well for as long as possible. To achieve this some patients receive care from diagnosis whilst others are referred closer to the end of life. Of those, almost 70% are able to die at home supported by our hospice at home teams.

Achievements 2013-16

Since our last strategy 2013-16, Rennie Grove has achieved many of its objectives and can therefore face the future challenges with confidence and a solid foundation. We have provided care and support to an increased number of adult, children and family referrals year-on-year.

Measured against five performance criteria (Nichols1998) Rennie Grove has:

Performance: sustained and enhanced a high-quality service; reviewed all services and activities, carried out a three-year plan to make most effective use of Grove House to meet the needs of our local community and consolidated all nursing and clinical services patient records into a single database.

People: focused on building a single culture for both staff and volunteers using values workshops and surveys to obtain feedback and inform future planning. New training programmes have been introduced to enhance line manager skills in an increasingly professional and competitive environment.

Pounds & Participation: achieved many targets for income and return on investment. This applied across retail, fundraising, donations and legacies and addressed areas of underperformance. Rennie Grove has sustained its reputation following merger and has successfully rebranded whilst maintaining its valued status and reputation in the wider community.

Pounds: achieved consistency through merged systems and a restructured finance team. This enabled advanced performance management, analysis and benchmarking of all our costing and budgeting processes.

Platform-IT: implemented a rolling PC replacement programme (more than halving the oldest age to just five years) and consolidated successfully two IT architectures. This includes, crucially, a single 'one-organisation' patient activity database for nursing and clinical teams – improving efficiency, reporting and analysis.

Platform-Estates & Facilities: reorganised all administrative staff to create main contact responsibilities across premises and outsourced health and safety to a specialist to ensure compliance.

External Factors Influences and Demand

'The Commission into the Future of Hospice Care' (2013-16) identified: 'our Society is aging and the consequences are significant'. To meet the needs of this older group of people will be challenging, many living with a range of different health problems as well as suffering from chronic illness and increasing frailty.

The new 2016-19 strategy must account both for increases in projected service demand and likely above inflation costs of those services. This applies over both the short and long term.

The cause lies in the UK's rapidly changing national demographics. Projecting over 20 years to 2034, among those with potential palliative care needs:

- Over 85s double in number to 3.2 million as life expectancy rises
- Deaths increase by 17%, the over 85 proportion up by around one third.
- Consequently more people (already 30% of all NHS patients) will experience chronic and life-threatening conditions; an average of 2.3 in the last years of life.

To illustrate, it is expected that the UK's cancer survivors will double over 20 years, many with unmet complex symptom needs. By definition that means more patients will require significantly more care each with complex support needs.

Given the present UK government policies, it is likely that in the short term this demand and cost will be increasingly met by third sector organisations such as Rennie Grove.

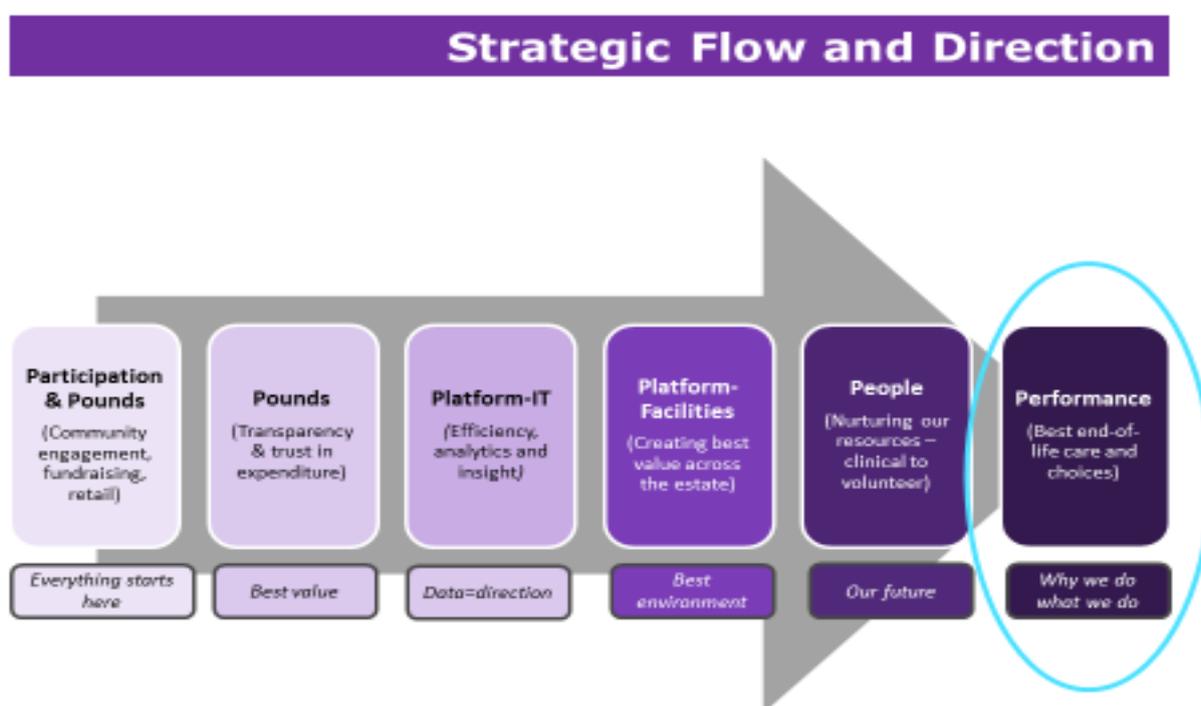
Goals: 2016-2019

In order to meet the challenges identified Rennie Grove has two principal goals which guide our planning process. These are to:

- Ensure that every adult and child receives exceptional specialist palliative and end-of-life care and support in our local community and
- To cultivate a first-class sustainable organisation to support the care of our patients.

Future Choice and Direction

The major priorities identified map clearly to the Five Ps. They provide the future strategy framework:



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The first goal requires that Rennie Grove:

- Continues to invest in clinical staff, volunteers, systems and equipment to maintain standards and quality of care (**Platform & Performance**)
- Works in partnership across our community to reach all those requiring specialist end-of-life care and support (**Participation**)
- Sustains a national profile for its model of care enabling it to influence both local

and national health policy agendas (**Participation**)

- Undertakes research and applies evidence based practice and innovation to adapt working practice for continuous improvement within a rapidly changing environment (**People & Performance**).

The second goal requires that:

- Continues to be an efficient, and effective, organisation (**People & Performance**).
- Maximises income to ensure long-term viability and development (**Pounds**)
- Remains an 'employer of choice' and the place where people want to volunteer. (**People**)
- Develops a skilled workforce able to meet the challenges of the future (**People**)
- Engages the wider community effectively (**Participation**)

Risks and Measuring Progress

In order to meet the strategic plan and associated priorities the following key risks need to be taken into account. In particular, increasing workload and capacity planning for both clinical and non-clinical staff, recruitment and retention of key staff, volunteers and those with specialist skills and raising sufficient income to support the needs of the service whilst sustaining our reputation for exceptional service in the wider economic environment.

In order to mitigate risk, to assess and as necessary adapt the plan's progress, we have established a number of organisational measures:

Patient Outcomes	Clinical Systems & Process	Operations & Finance
Achieving preferred place of death	Benchmark against like organisations in sector	Track/analyse against set tariff
Achieving preferred place of care	Track/address user feedback, complaints and incidents	Improve financial forecasting
Increase in % use of advance care planning	Monitor compliance through Infoflex	Monitor and build reserves
Increased capacity	Identify and monitor ongoing referrals and caseloads against defined capacity	Canvass regular staff & volunteer feedback via surveys. Monitor IT Performance (SLA)
Increase in patients referrals not actioned	Record patients not accepted and reason for non-acceptance	Monitor: absenteeism, staff turnover, vacancy rates
Increase in numbers of patients able to live independently in GH	Record activity for Grove House patients receiving day services	Monitor Grove House Activity
Maintain competencies and capability in specialism for all clinical staff	Monitor mandatory training and compliance	Monitor training and development income, expenditure & performance

Activity Review

Nursing and Clinical

Hospice at Home for adults and children is the 'unique selling point' of the organisation as well as a unique model within the UK. As such it is identified as the core service for patients and families and is supported by Family Support Services and in Hertfordshire by Day Services at Grove House

The Rennie Grove Hospice at Home adult model is a specialist nurse led service for patients with a palliative diagnosis who are assessed as being in the last year of life and who wish to be cared for at home.

Patients and families are offered 24hr responsive care, psychological and emotional support, specialist assessment, symptom management and advice at the time of need including specialist family support and therapies.

Patients are referred with one or both of the following criteria;

- The patient has specialist palliative care/complex nursing needs
- The needs of the patient and family/carer are such that supplementary care to that received from statutory bodies is required including end-of-life care when they wish to die at home.

Increased referrals have been evident across hospice at home teams in both Hertfordshire and Buckinghamshire but the increase is particularly marked in the latter. An analysis of trends in referrals has been undertaken to identify the potential future growth over the period of this strategy. As a result a decision has been made to restructure teams and the associated management to focus independently on the two counties to accommodate the differences in both funding and support from other providers including the NHS.

The Hospice at Home children's team consists of children's trained nurses and focuses on patients with mainly longer term illnesses. As such the service works in collaboration with all areas of health, social care and education to support the needs of the children and their families providing specialist assessment and care in addition to respite and support. Service activity has grown over recent years and last year the team cared for 70 children. A full review of the service will be undertaken in the first year of the strategy to ensure its strategic focus complements other providers to ensure equity of care over the coming five years.

Grove House in Hertfordshire is the only site where there is a focus on supporting patients from diagnosis to live well and be enabled to self-manage their own condition. Advice and support for carers is also provided to ensure they are able to care with confidence. Support is provided through day hospice, nurse and medical led outpatient clinics and therapy services, information and support. Activity in all areas increased over the period of the last strategy but there is still room for growth. The new strategy plans to upgrade the building to ensure it is a welcoming environment that is suitable for the increase in activities planned over the next three years.

Fundraising & Marketing

Revenue is the life-blood of the organisation, enabling Rennie Grove to provide the very special services which are its hallmark. The team engages widely across the fundraising mix in: direct marketing; community and events fundraising; trust and foundation applications; asking for gifts in wills (legacy marketing); and collaborating with corporate partners and major donors.

As shown, the team's objectives for the next three years are substantial:

	Principal Objectives	Outcomes
1	Increase net contribution requires...	<ul style="list-style-type: none"> * Generate approx. £6.0m over three years * Ensure long-term viability and sustainability
2	(++) Increased profile - brand presence	<ul style="list-style-type: none"> * Influence local/national health agendas * Recognition for Rennie Grove's model-of-care * Motivate increased volunteer recruitment * Platform for income maximisation
3	(++) Increased network and power of external and internal relationships	<ul style="list-style-type: none"> * Positive reputation to engage the wider community and motivate both income generation and recruitment
4	(++) Invest to ensure sustainability (both staff and systems)	<ul style="list-style-type: none"> * Planned progressive increase in income and recruitment over plan without need to play 'catch up'.

If Rennie Grove is to achieve these objectives a number of potential constraints must be addressed:

- In an increasingly competitive and professional 'market' where many causes of high merit seek funding, Rennie Grove must operate transparently and at all times in a professional, ethical, sustainable and cost effective manner;
- To maintain staffing levels and to offer competitive salaries which will attract staff with the required skill-set to achieve the tasks ahead;
- Ensure that the brand is fully-protected and developed as the cornerstone of the marketing effort.

Retail and Trading

Retail and Trading generates income primarily via a chain of 24 (rising to 27) charity shops. These are organised across the Buckinghamshire and Hertfordshire area in which nursing services operate. Supplementary income derives from sales through eBay and local auctions, recycling and by encouraging donors to Gift aid items for sale. Over the next three years, annual income is targeted to rise by around 20% to just under £3 million and to provide approximately a 35% contribution to the charity.

Overall, in a competitive charity shop market, the goal is to establish Rennie Grove as the charity of choice. Key 'enablers' for success include:

- Developing people (both staff and volunteers) via progression planning, training and communication;
- Sustained investment in outlet quality and location, highlighting shop-fitting, design and consistent brand presence;
- Flexibility in the development of our 'offer', displaying an openness to new ideas and an ability to respond rapidly to changes in the broader high-street especially the growing presence of discount stores;
- Maximum use of 'Cybertill' to standardise and to improve sales efficiency and reporting.

Finance, Estates and Facilities

Finance is the organisations hub and can build on the last year’s progress with regard to integration and procurement. Looking ahead the aims is to provide other functions with richer insight. This will inform, for example, effective revenue generation, margin improvement, value-for-money purchasing and transparency which is fundamental to a charity. Its ability to do so is partly dependent on further development of the necessary team skill-mix.

In parallel, a comprehensive strategic review will assess the charity’s principal assets (estates and premises). This will address:

- ‘Fit for purpose’ compliance with rapidly evolving health and safety and environmental legislation;
- Appropriate capacity for anticipated increased service provision;
- Best value investment planning across both freehold and leasehold premises.

Information Technology

After progress in achieving system integration, upgrade and renewal over the past three years, IT is now focused on facilitating major improvements in operations and on-site service:

	Principal Objectives	Outcomes
1	Develop a new software roadmap (based on review of core business applications)	* Full alignment with long-term strategic and operational goals
2	Support new and streamlined community working practices	* Major advances in care quality and time * Best resource availability (H@H)
3	Improve data quality and reporting capabilities, network management and secure remote access	* Full compliance with information governance requirements * Consistent and fully-supported capabilities across the organisation
4	Continuous system improvement	* Extended rolling replacement programme * Consolidation into fewer strategic suppliers * Consolidated, upgraded back up/disaster recovery * Robust training programmes to improve staff technology use

This will require significant six-figure capital investment over the three-year strategy period. In addition, the organisation will monitor closely the impact of growing requirements and service ambitions versus actual availability of resources (both financial and especially, skilled manpower). Many improvements are possible and beneficial: so careful prioritisation is critical.

HR & Volunteering

Ultimately the organisation is its people: the staff and volunteer workforce upon whose skills and commitment its success is hugely dependent. Beyond compliance, Rennie Grove's policies aim to attract and retain high quality administrative and clinical staff and volunteers by:

- Balancing competitiveness with affordability
- Offering appropriate career development, training and development opportunities which mark us as an 'employer-of-choice' in the sector.

The organisation adopts a similar planned approach to its critical volunteer group. This recognises that the reasons for volunteer participation, engagement and motivation are many and varied. And that we should mirror insofar as possible the same high standards as are provided by clinical colleagues.

As noted in the opening summary, this area faces three significant challenges over the lifetime of the new plan:

- First to develop special initiatives which will help us meet the national challenge of clinical staff recruitment and retention
- Second to create effective succession planning to meet the challenges of an aging workforce across all major functions
- Third to increase development support to line-managers to help them better manage the rapidly changing needs of each new generation of volunteers.