

BEAUMOND HOUSE HOSPICE CARE



5 Year Strategy 2023 – 2028

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Hello and welcome to our Five year strategy.

We celebrated our 35th birthday back in November 2022 and this strategy goes some way to further cementing our position and place in providing the highest quality hospice care to all those within Newark and Sherwood who need us.

While not labouring the point, we have all been affected by extraordinary external forces in recent years and at the time we launch this strategy, health and social care services have never been under so much pressure, nor have we been in such straining economic circumstances.

Our new strategic aims are our roadmap for the future. Of course, we have some key milestones and individual actions within our plans, but when future, unforeseen, external events affect us, our new aims will be able to stand strong, while we review the detail.

Thank you for your interest in our hospice.
We hope you enjoy reading.



Established in 1987, Beaumont House Hospice Care is a registered charity (1025442) and a company limited by guarantee. We are regulated by the Care Quality Commission.

We are a nurse-led community service serving those who have a life-limiting condition, as well as their carers and family, with palliative and end of life care and support. Within our operating area of Newark & Sherwood we provide professional, person-centred care in our hospice, a home from home setting, and in our patient's own homes.

Our care and support is delivered through the following main services:

- Day Therapy/Wellbeing: Patients visit our hospice on London Road in Newark and our support includes complementary therapy, social interaction, bereavement counselling and carer support.
- End of life care: Symptom management and support



for carer crisis, in our bedded unit.

- Taking our hospice care into patient's homes.

Our values

Our values underpin everything we do:

Patient Centred, we 'go the extra mile' – Every life matters and every moment matters; patients and their families and friends are at the centre of everything we do.

Value and Support Our People – All of our people are important and highly valued, and we support and develop them to be at their best.

Openness and Honesty, Creating a Safe Environment – We provide a safe environment in which feelings may be openly expressed and acknowledged with sensitivity and honesty.

Collaboration – We provide a unique and special range of services, in collaboration with our partners in the End-of-Life Alliance.

Efficiency, Caring, Professional – We provide good stewardship of our resources and operate in a professional, caring and efficient way.

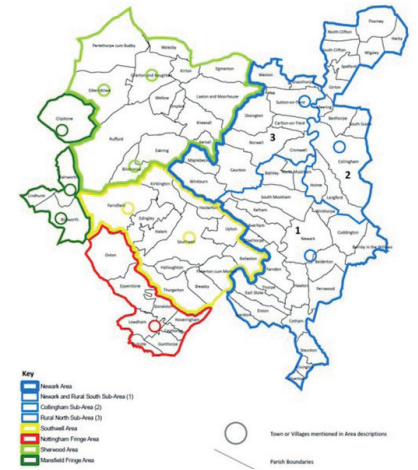
We are thankful to receive government funding to support our services, and to be a partner within the Mid Nottinghamshire End of Life Care Alliance. Equally, we could not provide our services without the valuable colleagues across the health and social care sector.

We operate within the region of Newark & Sherwood in Nottinghamshire. Newark is the largest town in the area, but we also serve a large number of smaller towns and villages, and which has a population of around 120,000 people.

We are governed by a Board of Trustees, from a broad range of sectors and industries, and who bring their skills and experience, ensuring we reflect our charitable objectives at all times.

At the time of the launch of this strategy, we have a committed and passionate staff team of 79 paid staff and around 150 volunteers, without whom we simply could not operate in the way that we do.

We have four retail units across Newark, Collingham and Southwell, including our Donations Centre which opened in December 2022, where we sell a wide range of goods, including furniture, and where we will receive your donations.



We have many people to thank for helping us to develop this 5yr strategy. Through workshops and questionnaires, our team of staff and volunteers, supporters, donors, healthcare professionals and many others in our community all supported us in gathering the intel we needed to help us prioritise and plot our direction.

Our Key Strengths	Our Key Limitations	Key Opportunities	Key Challenges
<ul style="list-style-type: none"> • Our Team of warm friendly and knowledgeable staff and volunteers • Services: Mix and quality and we're VERY well respected • As an organisation we're agile, responsive and accessible • Our community support • We have a clear and shared goal • Social media presence • Our place in the End-of-Life Care Alliance 	<ul style="list-style-type: none"> • Hospice building: upstairs, parking, drop off and pick up points, space • IT and Technology: Both in terms of our own infrastructure but also in reflection of varying capability/confidence across team • Some clunky/paper processes, systems not joined up • Limited progression opportunities • Lack of diversity in workforce and patient group • Perceptions of what we do and don't provide • Increasing numbers of charities around us 	<ul style="list-style-type: none"> • To collaborate more with others • To reach more and different people: services, colleagues, income • Engagement with the newly established Integrated Care Board • More effective engagement with volunteers • Mandate for ICBs to ensure EOL care is included within their future planning • Seeking innovative and creative ways to meet the challenges 	<ul style="list-style-type: none"> • Recruitment challenges across the board but especially in care services • Impact of public sector pay and minimum wage rates on our own financial planning and recruitment • Economic uncertainty including but not limited to the increasing cost of living • Decline of high street retail – further exacerbated by above • Likely increased need for our services due to ageing population, increasing complexity of health condition and pressure on health and social care

We will deliver outstanding hospice care to those who need it

We will be seen as a place of choice for people to work and volunteer



We will lead our hospice well

We will generate the income we need to provide our services

- ✓ Striving for quality in every single area of our work
- ✓ Ensuring we have the right structure and internal tools to be the best we can be and to grow
- ✓ Emphasis on nurturing and investing all our existing relationships...
- ✓ Staff and volunteers
- ✓ Supporters and donors
- ✓ Our community
 - ... as well as building/adding to
- ✓ Attracting a younger and more diverse audience across every area of our charity
- ✓ Equity of clinical services

DELIVERING A NEW BEDDED UNIT

- ✓ Stretching our highly respected reputation out from Newark to all of Newark & Sherwood
- ✓ Educating and Myth-busting
- ✓ Setting and settling on service levels while we build up our income, while never overlooking a great opportunity, especially if it attracts income or can be delivered in collaboration/partnership
- ✓ Striving for more effective consideration of environmental sustainability and responsibility in all we do
- ✓ Full team support for each other in achieving all aims



We Will Deliver Outstanding Hospice Care To Those Who Need It

Our aim is to be known throughout Newark & Sherwood for delivering the highest standards of care and support, enabling all those who need us, and those who matter to them, to achieve their individual aspirations and wishes, and ensuring they are being cared for and dying in the place of their choice.

We will know we've been successful when we can demonstrate:

- ✓ We have a full team of highly skilled, highly engaged nurses, healthcare assistants, wellbeing professionals and increased numbers of volunteers delivering truly personalised care in our new bedded unit, through our Wellbeing service, in their homes, or across all of these locations.
- ✓ We have maintained a 'good' rating across all 5 CQC ratings, but ideally, we've achieved an 'Outstanding' rating in at least one.
- ✓ We deliver an equitable service, to a more reflective representation of the population in Newark & Sherwood, connecting with people earlier who have a palliative need.
- ✓ We are sharing our expertise in hospice-care with others including care home teams.
- ✓ We are still an equal partner within the End-of-Life Care Mid Notts Alliance and, where funding facilitates, we are delivering



We will be seen as a place of choice for people to work and volunteer

Our aim is to work with a full team of great people, with a wide range of backgrounds, skills and experience, who have all the right tools to do their roles, contributing to a culture which supports them to do their best work every day for the people we're here to support.

We will know we've been successful when we can demonstrate:

- ✓ A full complement of staff and volunteers across every area of our charity who know exactly what we're all here for; who feel stretched and challenged in a way that's helpful and healthy and; who receive the training and development they need.
- ✓ A skilled and diverse workforce, representative of our whole operating area who, together, inspire innovation and creative solutions, working to help us achieve our vision of outstanding hospice care.
- ✓ Vacancies attract a broad number of potential candidates with skills which match the roles. People want to work for and with us.
- ✓ Staff Survey: 100% of our team telling us they're proud to work for Beaumont House and we aspire to more than 75% of our team responding positively to questions around feeling they are paid fairly
- ✓ Our vision, aims and values are embedded throughout our organisation and just form part of what we do.



We will generate the income we need to provide our services

Our ambitions by year 5 are to be raising £1million from voluntary income and to have delivered the capital to build our new in-patient unit. Additionally, we will be contributing £300,000 net profit from our Retail activities.

We will know we've been successful when we can demonstrate:

- ✓ Beaumont House being well known and well-loved within our communities, right through to the boundary edges of Newark and Sherwood.
- ✓ An increased understanding of the work we do and appreciation for our ongoing need for financial support.
- ✓ A full complement of skilled colleagues proactively engaging with our community of all ages and walks of life; creating interesting and fun opportunities for involvement and enabling others to support us in their own ways.
- ✓ A successful, sustainable, trusted retail offering which is valued and supported by the local and wider community
- ✓ We have flexed our model in response to the changing demands of customers to increase our profitability
- ✓ 10 shops
- ✓ Staff and volunteer teams who are enthusiastic, ambitious, and committed to growing our business
- ✓ A strong online sales presence across a variety of online sales platforms
- ✓ Outstanding standards of presentation, customer services, quality of stock, H&S, and compliance with legislation
- ✓ All staff and volunteers trained to the same standard, using the most effective methods



We Will Lead Our Hospice Well

This goal is concerned with our governance and compliance. Our aim is that we have robust support structures in place to ensure we are 100% compliant with all our legal and regulatory responsibilities, and we can evidence best practice across every area of our charity.

Rather than identifying success, we will pride ourselves on ensuring that:

- ✓ We have a clear and communicated governance structure which is firmly aligned to our strategic goals.
- ✓ We continually evaluate and review our processes for measuring and reporting against Health, safety and fire, building security, information governance, safeguarding, all aspects of our care delivery, through the whole organisation, right up to our Board of Trustees.
- ✓ We have an IT strategy which enables efficiency and the development of our team, allowing them to do their best work every day.
- ✓ Our Heads of Department have accountability for ensuring that Beaumont House is fully compliant with all regulations and requirements within their own area of work.
- ✓ A robust plan to support our delivery of a new bedded unit to include a capital appeal and financial strategy.
- ✓ We maintain a full and active Board of Trustees, representing a broad spectrum of experience, skills and knowledge.





Beaumont House
Hospice Care

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