

Living Life's Wishes

A Strategy for Excellence
in Hospice Care



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**Rotherham
Hospice**

Living Life's Wishes



Rotherham Hospice Strategic Plan 2024 – 2030

At Rotherham Hospice, we recognise the critical importance of having a clear and comprehensive strategy to guide our efforts in providing exceptional care and support.

Our strategic plan is a roadmap designed to ensure that we continue to meet the evolving needs of our patients and the wider community. By outlining our aims and objectives, this strategy enables us to focus our resources, measure our progress, and adapt to new challenges and opportunities. It reflects our unwavering commitment to delivering personalised, compassionate, and inclusive care, while also fostering innovation and financial sustainability.

For our patients, this strategy means enhanced quality of life, more accessible services, and the highest standards of care. For the community of Rotherham, it signifies our dedication to being a responsive, supportive, and integral part of the local healthcare landscape, providing hope and comfort when it is needed most.

Our story so far

Since its inception in 1988, Rotherham Hospice has stood as a beacon of compassion and care within our community.

The journey began with the Rotherham Hospice Appeal, which ambitiously aimed to raise £1 million to establish a dedicated hospice for the people of Rotherham. By 1993, over £550,000 had been raised, setting the stage for a significant development in local healthcare. In a pivotal moment that year, Rotherham Metropolitan Borough Council offered us the site of its old council horticultural nurseries. This location met all our criteria and was secured on a 99-year lease for a symbolic peppercorn rent.

The transformation from vision to reality culminated in May 1996 with the completion of our building. By mid-1996, we welcomed our first Day Hospice patients, and in September 1997, we opened our Inpatient Unit, initially offering 4 single en-suite rooms and a 4-bed ward. This marked the beginning of a lasting legacy of care for those facing life-limiting illnesses.

Recognising the growing demand for our services, the Board of Trustees approved a significant expansion in 2009. By April 2011, a 10-bed extension was unveiled, evolving our Inpatient Unit into a state-of-the-art facility with 14 single

en-suite rooms. The original hospice building was also refurbished to align with contemporary standards. This development marked our last major structural update and forms the foundation for our new strategic direction.

At present, referrals to Rotherham Hospice are tightly controlled and can only originate from specific medical professionals, including the Specialist Palliative Care Team at the hospital, GPs, consultants, district nurses, and other healthcare providers. These referrals adhere to stringent criteria, primarily focusing on patients with advanced diseases who require specialised end-of-life care or those dealing with complex symptoms beyond the capabilities of general palliative services. Our Hospice at Home service, available 24/7, supports patients in their preferred environments but also follows these rigorous standards.

While our current system has successfully provided tailored support for those nearing the end of their life, we recognise the necessity to evolve. Stakeholder research has illuminated significant challenges with this system. The existing referral pathways and criteria often delay access to essential support and do not sufficiently accommodate the diverse and changing needs of our patients and their families. This rigidity underlines the urgent need for a more flexible and inclusive approach that better meets the needs of those we serve.



Putting our stakeholders first

As we started charting the course for Rotherham Hospice's future, it was essential to be guided by the invaluable insights provided by our patients, community, staff, and wider stakeholders.

This strategic plan is built upon comprehensive stakeholder research conducted between November 2023 and February 2024, which engaged 656 members of the local community, including patients, their families, hospice staff, volunteers, trustees, and external partners within and outside of healthcare. The feedback gathered through surveys and qualitative interviews has been instrumental in shaping our strategic direction, ensuring it is both relevant and impactful.

Key findings of the stakeholder research:

- 1. Personalised Care:** The overwhelming majority (57%) of respondents emphasised the importance of delivering end-of-life care that prioritises what matters most to the patient. This is aligned with the NHS Strategy for palliative care, which advocates for person-centred care, ensuring that patients' preferences and needs are at the heart of their care plans.
- 2. Community Services:** Improving community services to allow more people to die at home was highlighted by 40% of respondents. This preference for home-based end-of-life care mirrors national trends and supports the need for robust community palliative care services.
- 3. Early Support:** Starting support earlier, at the point of terminal diagnosis, was identified as a priority by 35% of participants. This aligns with the NHS's emphasis on early intervention and continuous support throughout the patient journey.
- 4. Staff Training and Development:** Investing in staff to ensure they have the necessary skills and empathy was a priority for 34% of respondents. Our commitment to staff development is crucial for maintaining high standards of compassionate care.
- 5. Inclusivity:** Ensuring that care is equitable and accessible to all, regardless of background or circumstances, was deemed important by 31% of respondents. This aligns with our goal of reaching underserved communities and providing inclusive care.
- 6. Fundraising and Financial Sustainability:** Enhancing fundraising efforts to support high-quality services was identified as essential by 21% of respondents. Sustainable financial management is critical to our ability to deliver and expand our services.



Population and demographic context

Rotherham, with a population of approximately 265,000, is a diverse borough with a significant proportion of older adults.

According to the latest demographic data, around 19% of the population is aged 65 and over, highlighting the growing need for comprehensive palliative and end-of-life care services. This demographic trend underscores the importance of our strategic focus on personalised, community-based care and early intervention.

Rotherham is characterised by its rich cultural diversity. The borough is home to a variety of ethnic groups, with significant communities of Pakistani, Slovak, and Roma heritage, among others. According to the most recent census data, approximately 8.1% of Rotherham's population identifies as Asian or Asian British, and around 3.1% as White Other, which includes many European communities. This diversity enriches the community but also brings unique challenges and opportunities in providing inclusive and culturally sensitive care.

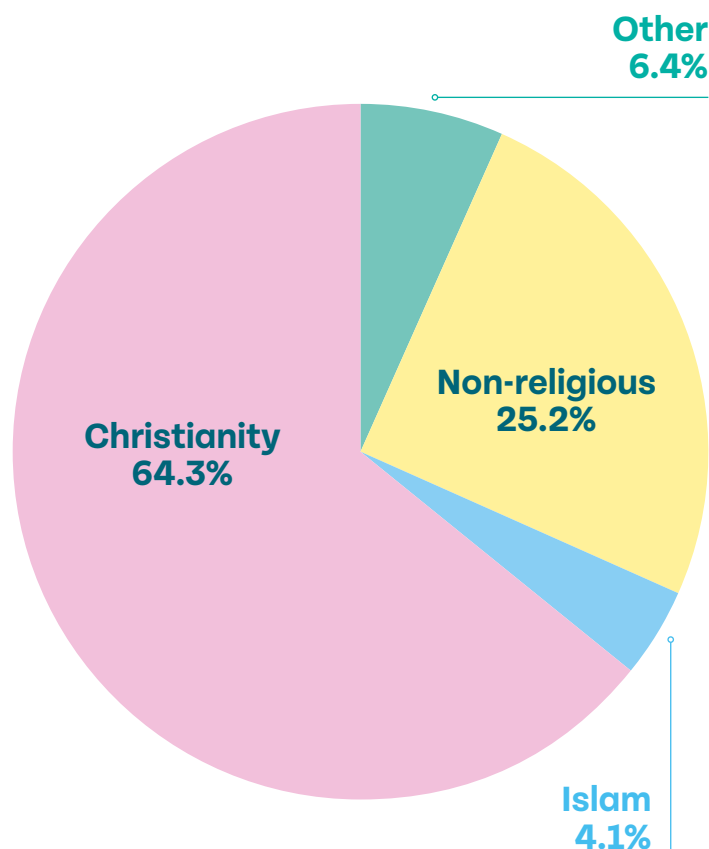
Faith plays an integral role in the lives of many Rotherham residents, influencing their healthcare preferences and end-of-life decisions.

The borough's religious composition includes:

- **Christianity:** The majority faith, with approximately 64.3% of residents identifying as Christian.
- **Islam:** The second most common religion, with around 4.1% of the population identifying as Muslim.

- **Hinduism, Sikhism, Buddhism, and Judaism:** Smaller faith communities that contribute to the borough's religious diversity.
- **Non-religious:** A significant portion of the population, about 25.2%, identifies as having no religion.

These statistics highlight the necessity for Rotherham Hospice to offer services that respect and accommodate a wide range of cultural and religious beliefs. Providing equitable care means understanding and addressing the specific needs of these diverse groups, ensuring that every individual receives compassionate and personalised care that aligns with their values and traditions.





No 30 High Street

No 26 High Street

The Makers Emporium

No 26

017

Aligning with National Health Service strategy

Our strategic plan aligns closely with the National Health Service (NHS) Strategy for palliative and end-of-life care, which emphasises the need for personalised, coordinated, and compassionate care. By prioritising patient-centred approaches, enhancing community services, and investing in staff development, we are committed to meeting the highest standards of care and supporting the NHS's vision for palliative care.



Rotherham Hospice cares for approximately

1,700

patients and their loved ones every year.

There are over

200

hospices across the UK, providing vital end-of-life care and support to local communities.



Surveys consistently show high levels of satisfaction among patients and families using hospice services, with over

90%

rating the care received as excellent or very good.



Around

70%

of hospice care in the UK is provided in patients' own homes or care homes.

25%

The increase in the number of people receiving hospice care over the past decade.

Approximately

220,000

people in the UK receive hospice care each year.



Over

125,000

volunteers contribute their time and skills to hospices across the UK, providing essential support and services.

While cancer patients make up a significant portion of those receiving hospice care, around

30%

of hospice patients have non-cancer life-limiting conditions such as heart failure, dementia, and chronic obstructive pulmonary disease (COPD).



Hospices save the NHS around

£1.4 billion

annually by providing care that would otherwise need to be delivered in hospitals, often at a higher cost.



At Rotherham Hospice, we have

150

dedicated volunteers, a number we aim to significantly grow over our strategic period.

It is estimated that around

25%

of people who need palliative care in the UK are currently unable to access it, highlighting a gap in service provision.



Rotherham Hospice receives approximately

60%

of its funding from the NHS, as an independent charity we rely on fundraising to continue our vital services.

These statistics highlight the significant impact of hospice and palliative care services in the UK and the importance of continued support and funding to meet the growing demand for these services in Rotherham.

Who we are

This section speaks about how our brand will support our strategy. Again, fully informed by our stakeholder research, this section encapsulates who we are and what we want to be.



Purpose

Easing the physical and emotional pain of death and dying for everyone in our community.

Vision

Everyone in our community can easily and confidently access palliative and end of life care tailored to their individual needs and wishes, wherever and however they choose.

Goal

To grow a stronger, more financially resilient, responsive and exceptional hospice, providing and promoting holistic, personalised and innovative palliative and end of life care for all.

Proposition

To ensure a dignified death for all – one that is reflective of one's own life.

Essence

Adding more life to every day.

Our Pillars of work

Pillar One

Comprehensive Care

We are here for anyone in our community affected by terminal illness. By proactively building partnerships with local healthcare providers, we stay ready to deliver professional support and compassionate care from the point of terminal diagnosis.

We remain at hand for the entirety of an individual's end of life journey, providing comfort, reassurance and fulfilment for them and their loved ones. We respond appropriately throughout bereavement, helping people to celebrate and cherish the life lived.

Pillar Three

Community Focus

Our hospice is a trusted pillar of support in times of need. By actively engaging and clearly communicating with people from all backgrounds across the region, we build an understanding of what we do and the difference we can make should their circumstances change.

We build momentum and advocacy for our work through powerful storytelling; galvanising local people and inspiring action. By encouraging people to live their best lives while supporting Rotherham Hospice today – as a fundraiser, donor, sponsor or volunteer – we shore up our ability to provide outstanding palliative and end of life care for them and their loved ones tomorrow.

Pillar Two

Choice and Individuality

We add more life to every day because we make time to understand a person's world, not just a patient's file. Everything we do for an individual is guided by their unique needs and wishes.

We help people to understand that they are so much more than their diagnosis - that their story matters. By placing people at the centre of their own care plan we provide peace of mind. We inspire and empower them to make the most of their time surrounded by the people that matter most, whether in the familiar environment of their own home or our warm and welcoming hospice.

Pillar Four

Knowledge and Expertise

Delivering holistic, personalised care for people facing the end of their life is sensitive and challenging work. It requires expertise, professionalism, empathy and resilience.

We're proud to be a united team championing a shared vision. Together, we nurture a positive workplace: one that values individual contribution; encourages innovative thinking; and is powered by optimism and kindness.

While our focus is local, our standards are always national. As an independent charity, we strive to consistently offer outstanding palliative and end of life care for all, aligned to the strategic aims and ambitions of the NHS and other exemplary organisations.

Our Values

Collaboration

Every action is informed by the people we serve and the organisations we partner with.

Compassion

Every step we take is guided by experience, understanding and empathy.

Excellence

Everything we deliver can always be improved by asking what better looks and feels like for the people around us.

Inclusive

Everyone in our community should feel that we are here for them, regardless of their racial and ethnic origin, gender identity, sexual orientation, social economic status or religious belief.

Vitality

Every day can be uplifted with kindness, imagination, and joy.

Our Behaviours

Professional and Assured

Approachable and Attentive

Sincere and Dependable

Proactive and Empowering

Living Life's Wishes

“Living Life’s Wishes” embodies the core of what we do at Rotherham Hospice. It represents our dedication to ensuring that every moment counts, and that each day is filled with meaning, joy, and personal fulfilment.

It is more than just a slogan for Rotherham Hospice; it is the essence of our approach to care. It signifies our unwavering commitment to enhancing the quality of life for our patients, respecting their individuality, and making every day as meaningful and fulfilling as possible. Through our dedicated efforts, we ensure that the wishes and dreams of those we care for are not only heard but lived, creating lasting legacies of love, joy, and cherished memories.

The term “hospice care” often carries with it misconceptions about what this type of care entails. Many people associate hospice with solely end-of-life care, focusing on the final days and a clinical environment devoid of joy. Our strapline “Living Life’s Wishes” aims to turn these misconceptions on their head, highlighting the vibrant, life-affirming nature of our approach.

It also highlights our holistic, personalised approach that celebrates life and ensures that each patient’s wishes are honoured. At Rotherham Hospice, we are dedicated to making every moment count, providing compassionate care that adds more life to every day.



What we're going to do

Our 2024 – 2030 strategic aims and objectives



Aim One

We will deliver personalised and compassionate care.

Our commitment to personalised and compassionate care is the crown jewel of Rotherham Hospice's services. We are dedicated to going the extra mile to meet the needs of our patients, exploring innovative technologies and approaches in palliative care to enhance their quality of life.

Objective 1.1

Ensure care at end-of-life is delivered based on what matters most to the patient

- Develop individualised care plans in collaboration with patients and their families, ensuring their wishes and preferences are prioritised.
- Provide ongoing training for staff to enhance their ability to deliver patient-centred care, focusing on empathy, communication, and cultural competency.
- Create platforms for regular feedback from patients and families to continuously improve care delivery.

Objective 1.2

Significantly expand community services to support patients wishing to die at home

- Recruit and train additional community nurses to meet the growing demand for home-based palliative care.
- Collaborate with local care homes, GPs, and community health services to provide integrated and seamless care.
- Expand and promote our Support Line to provide greater immediate support and advice for patients and families at home.

Objective 1.3

Explore and introduce new technologies and approaches in palliative care

- Invest in new technologies to improve accessibility and convenience of care for patients.
- Stay at the forefront of palliative care by supporting and participating in research initiatives that explore new treatment methods and care models.
- Implement pilot programs to test and evaluate new technologies and approaches before wider rollout.

Objective 1.4

Go the extra mile to meet the needs of our patients

- Offer bespoke services and activities tailored to individual patient preferences, such as personalised music therapy, art therapy, and outdoor activities.
- Provide additional support services, including nutritional advice, physical therapy, and mental health counselling, to address the holistic needs of patients.
- Actively advocate for patient needs and preferences in all aspects of care delivery, ensuring their voices are heard and respected.

Objective 1.5

Enhance continuity of care and communication

- Foster integrated care teams that include doctors, nurses, therapists, and social workers to ensure comprehensive and coordinated care.
- Establish clear and consistent communication channels between care teams, patients, and families to ensure everyone is informed and involved in the care process.
- Maintain accurate and detailed patient electronic records across all services that are easily accessible to all members of the care team, ensuring continuity and consistency in care delivery.





Aim Two

We will enhance early support and intervention.

Early support and intervention are critical to ensuring that patients receive the care they need as soon as they are diagnosed with a terminal illness. By providing early intervention, we can help patients maintain their quality of life for as long as possible and build strong relationships with them and their families from the outset.

Objective 2.1

Provide support from the point of terminal diagnosis

- Implement early intervention programs for newly diagnosed patients.
- Simplify referral requirements and educate healthcare professionals on the importance of early palliative care referrals.
- Develop resources and support groups for patients and families from diagnosis.

Objective 2.2

Explore and introduce self-referral options

- Research best practices and models for self-referral in palliative care.
- Develop a pilot self-referral program to improve accessibility.
- Evaluate the pilot program and make necessary adjustments for full implementation.

Aim Three

We will promote inclusivity and equity in care.

At Rotherham Hospice, we are committed to providing equitable care to all patients, regardless of their background, location, or circumstances. We strive to create an inclusive environment where everyone feels welcome and respected, and where our services are accessible to all who need them.

Objective 3.1

Provide equitable care regardless of background, location, or circumstances

- Develop outreach programs targeting underrepresented communities.
- Ensure services are accessible and culturally sensitive.
- Create specialised day services, activities and support groups for diverse patient needs.

Objective 3.2

Ensure inclusivity in all hospice services

- Conduct regular community needs assessments to identify gaps in service.
- Develop and implement a diversity and inclusion training program for all staff.
- Partner with local organisations to improve access and awareness among diverse populations.





Aim Four

We will strengthen our financial sustainability

Financial sustainability is essential for the continued provision of high-quality care at Rotherham Hospice. By enhancing our fundraising efforts and optimising resource allocation, we can ensure that we have the necessary funds to support our services and invest in future growth and innovation.

Objective 4.1

Enhance fundraising efforts to support high-quality services

- Develop a comprehensive fundraising strategy targeting diverse revenue streams.
- Engage with the local community through events, campaigns, and awareness initiatives.
- Establish a legacy giving program to encourage long-term support.

Objective 4.2

Optimise resource allocation and financial management

- Implement robust financial planning and monitoring processes.
- Regularly review and adjust budget allocations to meet strategic priorities.
- Seek grants and partnerships to fund specific programs and initiatives.
- Periodically review our reserves policy to ensure adherence with best practice.

We will innovate and expand service offerings

Innovation and expansion of our service offerings are key to meeting the evolving needs of our patients and community. By developing new programs and continuously enhancing existing services, we can provide comprehensive and cutting-edge care that improves patient outcomes and quality of life.

Objective 5.1

Enhance existing services for better patient outcomes

- Continuously review and improve current services based on patient feedback.
- Integrate new technologies and practices to enhance care delivery.
- Foster a culture of innovation among staff to encourage new ideas and solutions.

Objective 5.2

Research and assess facility options

- Conduct a thorough assessment of our current building to determine its suitability for expanding respite care and wider services.
- Explore options for an additional site or a larger-scale rebuild to meet the long-term needs of the community.
- Explore options within existing blueprint for increased and improved parking facilities.

Objective 5.3

Develop new programs and services to meet emerging needs

- Conduct regular assessments of patient and community needs.
- Pilot and evaluate new service models and therapies.
- Expand complementary therapy offerings, including physiotherapy, occupational therapy, and more.

Objective 5.4

Strengthen our Multi-disciplinary Team (MDT)

- Ensure access to specialist palliative care pharmacists for medication management and consultation.
- Expand the team to include more occupational therapists and physiotherapists to provide comprehensive care.
- Implement robust systems for medication management to ensure accuracy and safety in administration.
- Conduct regular audits of all clinical services to ensure compliance with best practices and regulatory standards.
- Provide ongoing training for all MDT members on the latest palliative care techniques and best practices.
- Establish strong collaborative relationships with local healthcare providers to ensure comprehensive support and timely access to necessary services.

Objective 5.5

Introduce Respite Care Services

- Develop and implement a new respite care program designed to provide temporary relief for primary caregivers while ensuring continuity of care for patients.
- Assess the specific needs and preferences of patients and their families to tailor respite care services accordingly.
- Train staff on the unique aspects of respite care, focusing on maintaining high standards of patient comfort and safety.
- Promote the benefits of respite care, including reduced caregiver burnout, improved patient and caregiver well-being, and enhanced overall quality of life for families.
- Highlight the cost-saving benefits for the NHS by reducing hospital admissions through the provision of respite care, thereby alleviating pressure on hospital resources.



Aim Six

We will foster a supportive and skilled workforce.

Our dedicated staff are the heart of Rotherham Hospice. By investing in their training and development and creating a positive and inclusive work environment, we can ensure they have the skills, support, and motivation to provide the best possible care to our patients.

Objective 6.1

Invest more in staff training and professional development

- Develop a comprehensive training program focusing on empathy, communication, and clinical skills.
- Allocate protected time for staff training and professional development.
- Regularly review and update training materials to reflect current best practices.

Objective 6.2

Create a positive and inclusive work environment

- Implement initiatives to support staff well-being and job satisfaction.
- Foster open communication and collaboration across all teams.
- Develop clear career progression pathways and recognise staff achievements.
- Invest in infrastructure and remuneration packages to aid staff retention.



We will increase awareness and accessibility of our services.

Increasing awareness and accessibility of our services is crucial to ensuring that all who need our care are aware of and can access it. By educating the community and healthcare professionals about the range of services we offer and making it easier for patients to access our care, we can reach more people and provide the support they need.

Objective 7.1

Raise public awareness of hospice services

- Develop and implement a comprehensive marketing and communication strategy to increase awareness of all services offered by Rotherham Hospice.
- Utilise various media channels, including social media, local press, radio, and community events, to reach a broader audience.
- Create informative and engaging content that highlights the range of services provided and the impact on patients and families.

Objective 7.2

Educate the community about life-limiting conditions beyond cancer

- Organise educational workshops and seminars to inform the public and healthcare professionals about the hospice's capabilities in treating a wide range of life-limiting conditions.
- Partner with local health organisations and support groups to disseminate information about the diverse conditions we support.
- Develop information materials and resources that clearly explain the services available for non-cancer-related life-limiting conditions.

Objective 7.3

Enhance community engagement and outreach

- Establish partnerships with local organisations, schools, and businesses to increase community engagement.
- Host open days and tours of the hospice to educate the community about our services and mission.
- Develop volunteer programs to involve the community in supporting the hospice's work.

Objective 7.4

Support the transition of teenagers into adult hospice care

- Create specialised programs to support teenagers transitioning into adult hospice care, ensuring a seamless and supportive transition.
- Develop a contained environment that caters specifically to the needs of transitioning teenagers, providing appropriate emotional and medical support.

This strategic plan is designed to ensure Rotherham Hospice continues to provide exceptional care and support, adding more life to every day for our patients and their families. Through these tangible and meaningful aims, we aim to foster a sense of hope and aspiration across our community.



Help us add more life to every day

Fundraise for us

rotherhamhospice.org.uk/fundraise

Donate to us

rotherhamhospice.org.uk/donate

Volunteer with us

rotherhamhospice.org.uk/volunteer

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