Strategy 2010 - 2015
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Palliative care...
...should be available to all who need it, in all care settings
Foreword

The Ayrshire Hospice has been providing care to patients and their families since 1989 and over time it has established a high reputation both locally and nationally. But we have also recognised the need to look to the future and to be ready to respond to the challenges ahead.

The scale and diversity of the service we provide has grown steadily. There are ever increasing demands arising from earlier referral, the growing complexity of providing specialist palliative care, a shrinking carer population and heightened expectations. The national drive is also for choice, responsiveness and equity in health care and for palliative care to be available to all patients in need, irrespective of diagnosis or care setting. We face all of this against an ever more challenging funding environment.

Since we launched our Strategic Review in January 2009 we have worked in close consultation with our staff, volunteers and key external stakeholders. As a result we have developed a plan of prioritised developments for the next five years that will ensure that we develop and maintain clinical, educational and financial excellence and that we further enhance our organisational effectiveness.

Our work reduces suffering and improves quality of life. I believe we have a strategy that will also allow us to achieve our vision for the future and to remain a beacon organisation in the provision of specialist palliative care in Scotland.

Dr John Elliott
Chairman, The Ayrshire Hospice
The Ayrshire Hospice’s purpose is to enhance the quality of remaining life for those who have advanced, progressive incurable illness, and their families.

Our vision is to enable high quality palliative care for all those patients in Ayrshire and Arran who need it, and their families.
Our guiding principles

• Respecting each patient as a unique and valued individual. Putting patients at the centre of all that we do, we preserve the quality of life, dignity and independence as far as possible.

• Delivering a multi-professional approach to patient care providing physical, psychological, social and spiritual support to patients, families and carers.

• Providing a safe, secure, caring environment conducive to the involvement of patient and family in treatment choices.

• Identifying patients’ preferences regarding place of care (be it home, hospital, hospice or elsewhere) and supporting this choice whenever possible.

• Co-operating and collaborating with other healthcare professionals: with primary care teams, hospital and home care services to meet the needs of the patient, family and carers; promoting the principles and practice of generic palliative care to those organisations.

• Providing effective support for the family through the illness into bereavement, recognising and addressing the needs of the bereaved.

• Developing and maintaining clinical excellence in partnership with NHS Ayrshire & Arran through clinical effectiveness systems to assess, on an ongoing basis, the quality of services being provided; and enhancing these services through such systematic evaluation and review of practice.

• Advancing the understanding and treatment of progressive disease through the development of, and participation in, appropriate audit and research programmes.

• Providing palliative care educational programmes in collaboration with the University of the West of Scotland and other education providers in generic palliative care and specialist palliative care in offering in-house and external education to promote professional development, expertise and academic achievement.

• Ensuring Financial Governance and Income Generation with full accountability for the economic use of resources and the sustainability of the organisation.

• Providing efficient and effective support services to underpin the delivery of the specialist palliative care service.

• Ensuring Staff Governance to value and support all staff and volunteers through accountability for fair and effective management.

• Seeking patient and user involvement to reflect their views and feedback on our service and how we can develop the Hospice to meet their needs.
Our achievements 1989 - 2010

The Ayrshire Hospice has established an enviable reputation for its clinical care, both locally and nationally. Referrals to the Hospice have increased year on year; response to our services is overwhelmingly positive and we have been awarded ‘excellent’ in all categories by the Care Commission in our recent inspections.

Over the years the Education Department has grown in size and scope, providing education in specialist palliative care to both our own staff and to NHS staff. We are affiliated to the University of the West of Scotland, providing education and training to student nurses, qualified nurses and care assistants, at both undergraduate and postgraduate levels. We are also affiliated to the University of Glasgow, taking part in specialty training for doctors. In addition, regular courses in all aspects of palliative care are run for professionals.

Specialist palliative care services in Scotland are financed mostly from voluntary funding, assisted by a contribution from the NHS. The Ayrshire Hospice has in excess of 1 full year running costs in reserve. The Scottish Government recommends the NHS contribution should be 50% of agreed clinical running costs. We are one of the few Hospices to have achieved this, thanks to the close working relations we have been able to establish with NHS Ayrshire & Arran.

Ayrshire’s Hospice belongs to its community. Its success is deeply rooted in the very strong links the Hospice has forged with those whom it serves. We believe that the Hospice stands out as a ‘beacon organisation’ in the provision of specialist palliative care. This could not have been achieved without the unstinting effort and commitment of our ‘army’ of volunteers - over 700 strong - a level of support that affirms the special place the Hospice has found in the hearts and minds of the people of Ayrshire.
Our Priorities for 2010 - 2015

To develop and maintain excellence in the following areas:

**Clinical**
- Delivering outstanding care and outreach support for patients with life limiting disease and their families/carers including bereavement support

**Educational**
- Effectively communicating with the community and other healthcare professionals about palliative care
- Provision of specialist training in palliative care

**Financial**
- Robust financial governance
- A sustainable funding model with a variety of income streams
  - Fundraising
    - Community Fundraising
    - Corporate Fundraising
    - Lottery
    - Hospice Shops
    - Bequests & Legacies
    - Trusts & Grants
- NHS Funding/Bids
- Education and training
- Other Hospice Income, eg catering, hairdressing, craft sales

**Organisational Effectiveness**
- Reputation
  - Recognition by patients, their families/carers, the community, other healthcare organisations/professionals
- Our Hospice Team
  - Visionary Leadership
  - Strategic, responsive, proactive and forward thinking
  - Continuously developing leading edge practice
  - Investing in staff development and quality facilities
  - Developing partnership capability
  - Recruiting and retaining high quality staff and volunteers who maintain and reinforce the ethos of care and excellence
Working in partnership and building relationships to achieve the vision of The Ayrshire Hospice.
Putting the patient at the centre of all that we do
Delivering Clinical Excellence

Key Actions

- Protect the core service of the Hospice providing Specialist Palliative Care to cancer and Motor Neurone Disease patients while developing care pathways for people with non-malignant life limiting illness, in collaboration with our key stakeholders.

- Fulfil the obligations of “Living and Dying Well” by:

- Providing advice and support to those delivering generic palliative care, to all who need it in all care settings.

- Providing Specialist Palliative Care to those with the most complex needs.

In 2010 - 2015 we will:

- Develop clear referral guidance for people with non-malignant life limiting illness.

- Explore the potential for:
  - increased carer support
  - development of a 7 day clinical service
  - introduction of a Hospice at Home service
  - development of a satellite out-patient / day hospice service.

- Develop more robust support systems and clinical supervision for all disciplines.

- Adopt methods of reflective practice and significant event analysis.

- Contribute to closer involvement in the co-ordination of services across Ayrshire & Arran health care community.

- Continuously evaluate and review practice and systems to ensure clinical excellence.
Providing specialist training in palliative care
Delivering Educational Excellence

Key Actions

• Fulfil the obligations of “Living and Dying Well” by providing educational support to those delivering generic palliative care.

• Work in Partnership with our key stakeholders at the University of the West of Scotland and with other education providers.

• Communicate effectively with the community and with other healthcare professionals about palliative care.

• Effective marketing of our educational programmes.

In 2010 - 2015 we will:

• Contribute further to education and training of other professionals throughout the region, eg Scottish Vocational Qualification programme, Link Nurse Initiative.

• Introduce e-learning.

• Explore the development of a resource/information centre for Hospice staff, volunteers, other professionals and members of the public.

• Invest in ongoing education, training and development of staff and volunteers.

• Undertake a scoping exercise to ascertain what other professional groups want from our education programme.

• Continue to develop and participate in audit and research to advance the understanding and care of people with non malignant life limiting illness.
Demonstrating value for money and creating sustainable funding models
Delivering Financial Excellence

Key Action

• Ensure that the Hospice has financial stability through robust financial governance systems, fundraising, commissioning, and marketing of our services.

In 2010 - 2015 we will:

• Create a new post of Director of Finance and Income Generation to ensure financial governance and to generate new streams of income.

• Review financial arrangements with the implementation of the Chartered Institute of Public Finance & Accountancy (CIPFA) web-based financial review package.

• Review the use of external accountants.

• Review and restructure the management and governance of financial systems.

• Centralise purchasing.

• Have a clearly understood strategy for short, medium and long term financial planning.
Meeting the needs of the community
Delivering Organisational Excellence

Key Actions

• Foster a cohesive single organisation with a shared corporate vision.

• Consolidate effective leadership and management to ensure that we have the resources and capacity to meet existing and new demands.

• Establish more effective partnerships with our key stakeholders.

In 2010 - 2015 we will:

• Enhance the profile of Management Council in its strategic role.

• Establish a new organisational structure including the appointment of a Chief Executive to lead and manage the Hospice as a whole organisation.

• Review the standing committee sub structure of Management Council.

• Deliver an ongoing review and evaluation of governance systems to ensure they are legally compliant and fit for purpose.

• Establish closer dialogue with key partners in healthcare (NHS Ayrshire & Arran) and education (University of the West of Scotland) in order to facilitate shared objectives.

• Continue effective evaluation of all our activities.

• Embrace the Hospice definition of visionary leadership and implement leadership training and development across the organisation.

• Undertake a comprehensive accommodation review.

• Develop a communication strategy encompassing all internal and external communications, marketing and PR.

• Introduce an annual event bringing together Management Council with the general public, staff, users and key stakeholders with the purpose of reviewing or celebrating past achievements and taking account of ideas for improving future performance.

• Review partnership working, service level and reciprocal agreements to ensure their effectiveness.

• Consistently apply policies and procedures across the organisation.
The Ayrshire Hospice
Putting the patient at the centre of all that we do...

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The Ayrshire Hospice is a registered Scottish charity (SC11390) and a company limited by guarantee (Scottish company no. 102741)