



Arthur Rank Hospice Charity

# Our Strategy

2022-2027



**"You matter because you are you. You matter to the last moment of your life, and we will do all we can, not only to help you die peacefully, but also to live until you die."**

Dame Cicely Saunders

*making every moment count*



**“I didn’t feel very lively before, but when I come here, the music enlivens me. It’s liberating!”**



**Kate Kirk** - Chair of Trustees and **Sharon Allen, OBE** - Chief Executive

## Foreword

The Arthur Rank Hospice Charity celebrates its 40th anniversary in 2022. There is much to celebrate, not least how we have responded to the needs of our community by significantly growing and developing our organisation in recent years. We believe that people in Cambridgeshire should be able to access high quality care and support when they have been diagnosed with a life-limiting illness or are at the end of life, and that is the driving force behind everything that we do.

We are proud to be part of a system of care and health provision, of the support from our local community, and of the partnerships we have developed and continue to grow.

We are therefore pleased to present our new long-term strategy, setting out what we want to achieve in future years to ensure that we continue to provide the highest standard of care and support for those who need us.

A forward-looking strategy is important because clarity of purpose and direction is key to a thriving organisation. We are deliberately ambitious in our plans because we know that the need for all of our services will continue to

grow. We are also acutely aware that things can change, and we have to be ready to cope with that change. This new strategy is therefore a rolling strategy, initially covering the five-year period from 2022 to 2027.

We are particularly pleased that our strategy has been produced with input from our community, and we thank everyone who engaged with the process. If you have any comments or feedback that you would like to share, we would love to hear from you. You can contact us at [reception@arhc.org.uk](mailto:reception@arhc.org.uk)

We hope that you enjoy reading both about our achievements during the past five years and our plans for the future.

**“To all the wonderful staff at the Arthur Rank Charity Hospice. We feel incredibly privileged to have been able to have your support and care over the last few weeks of [patients name] life. You made an unbearable challenge into a wonderful experience when we could spend really valuable time with her and create lasting good memories of her. We are so grateful to you all and plan to support your work ongoing so that you can continue to do the same for others. It was like spending time with an extended family and an experience we shall never forget.”**



## Executive summary

**The strategy to guide our activity over the next period has been developed through listening to our community, colleagues and commissioners. Trustees and the Senior Leadership Team have worked together, reviewing our achievements in relation to the objectives set in our previous strategy, what we understand about the context we are working in now and seeking to align to national and local strategies.**

We are proud of how much we have achieved (see pages 8-9 for detail) and ambitious to accomplish more to Make Every Moment Count for people in Cambridgeshire living with a life-limiting illness or who are at the end of their life.

We have refreshed our Vision statement (our statement of purpose) which is set out on page 10. We asked our colleagues which words they think best describe our charity and have agreed four new values, also on page 10.

Using what we have heard, we have set out six strategic priorities to achieve our vision, underpinned by four enablers to ensure we can deliver.

An annual Operational Plan will set out the detail of what each of our teams will be responsible for to ensure we do what we say. The Senior Leadership Team will review this plan quarterly and report to trustees through the Chief Executives report to the board.

We would welcome any feedback on our strategy, please contact us via [reception@arhc.org.uk](mailto:reception@arhc.org.uk)

**“I just wanted to say from the bottom of my heart, an enormous thank you for what you did on Tuesday. You were the only person to assess dad properly, and I don’t mean ‘formally’ assess him, I mean from walking in, seeing how much pain he was in, putting him back in bed, giving him the pain relief that he so desperately needed, putting things in place for the next day, speaking to the GP and sending your girls in. You were my lifeline that day. I finally felt I had found someone who got it. My only regret is we didn’t find you sooner. Thank you for doing what you do and making a difference.”**

## Setting the scene

**It is fitting that in the year that we celebrate our 40-year anniversary, we embark on a new long-term strategy.**

The strategy sets the high-level direction for our charity. An annual Operational Plan will set out the detail of the activity we will complete to achieve the agreed outcomes. The annual Quality Account demonstrates what we have achieved and sets out our ambition for the following year. The Trustees’ Annual Report and Accounts also details achievements and the financial health of the charity. The Annual Review provides narrative about the outcomes accomplished and facts about the charity. All documents are available on our website [arhc.org.uk](http://arhc.org.uk). It is evident from all these documents and our ongoing data dashboard that demand for our services is increasing and that services are often over-subscribed. As well as asking our community and our colleagues where we needed to develop services, we asked the important question about whether there is anything we should stop doing. There was nothing anyone thought we should discontinue. We need to work smartly with our commissioners and partners to ensure that services are provided in the most effective way.

Arthur Rank Hospice Charity is a community-based organisation; our clinical services are free of charge for all parts of our community.

We are working with partners to ensure that we tackle inequalities in health and care provision. Our community supports us in numerous ways to ensure that we can continue to provide our care. It was important that we listened to our community to hear what matters to them as we developed this strategy. We held engagement events to share our achievements to date and to hear from local people. We had an online survey to ask more detailed questions about priorities for local people. We had planned this engagement to be in person in a range of community venues throughout Cambridgeshire. Unfortunately, the Covid-19 pandemic meant that we had to resort to virtual engagement. Although engagement numbers were lower than we had hoped for, the feedback received was rich and informative and has shaped this new strategy.

Two strong themes emerged from this engagement: firstly, that we need to be better at explaining more clearly about what we do and how we do it. We need to encourage people to have more conversations about end of life and how they wish to be cared for. We need to make sure everyone understands that we are a charity, that our care services are provided free of charge and

that we need to raise significant funds to ensure this. The second theme was about the importance of working in partnership. This raised several important questions, for example: how best can we ensure replication of compassionate care through the whole of the care and health system, supported by education and the sharing of best practice and the holistic focus on the whole family? How do we embrace the opportunities of digital engagement and service provision without contributing to the digital divide? At what point should people be referred to our charity; when should engagement begin? Is there a role for us to provide a beginner's guide and one-stop shop approach to palliative and end of life care?

Our charity is part of the local care and health system and we work in partnership with many other organisations. As the Integrated Care System develops and takes on statutory responsibility for care

and health provision, we have been proactive in contributing to this development to ensure that high quality palliative and end of life care is a core consideration of future plans. As active contributors to the Palliative and End of Life Care Programme Board, the development of a new Palliative and End of Life Care strategy for Cambridgeshire and Peterborough is a priority and we will ensure that our strategy aligns with the county strategy.

Hospice UK is the national charity for hospice care and we were pleased to contribute to the Future Vision publication setting out strategic ambitions for the hospice sector. This important document sets out nine principles of sustainability together with two cross-cutting enablers (Data and Relationships). Each of these principles has relevance to our Strategic Priorities, set out on page 10.

Hospice UK provides PopNat, a population-based needs assessment tool that provides useful data and projections. The projections for Cambridgeshire indicate significant population growth in the age group over 65 and we need to prepare for the increase in demand for our services this would suggest.

## Future Vision programme - Principles of Sustainability



Hospice UK Future Vision Programme - Discovery Phase 2021

Nationally, the Ambitions Framework<sup>2</sup> setting out agreed national ambitions for all organisations providing palliative and end of life care has been refreshed. Our strategy aligns with these co-produced ambitions.



<sup>2</sup> [https://acpopc.csp.org.uk/system/files/documents/2021-05/FINAL\\_Ambitions-for-Palliative-and-End-of-Life-Care\\_2nd\\_edition.pdf](https://acpopc.csp.org.uk/system/files/documents/2021-05/FINAL_Ambitions-for-Palliative-and-End-of-Life-Care_2nd_edition.pdf)

Objective	What we did	What this means
<b>Develop our services and broaden our reach</b>	Refurbished Alan Hudson Day Treatment Centre	An improved environment for patients, colleagues and volunteers; we can offer more treatments. A dedicated fundraiser is part of the local team, deepening relationships with the local community
	Secured funds for Young Persons Transitions work	Better support for young people and their families as they move from children to adults' provision
	Increased our inpatient capacity from 12 to 21	We can provide inpatient care for more people
	Increased Hospice at Home and our Community Team	We can care for more people in their own homes, throughout the day and night. We can respond to crises
	Developed 24-hour Palliative Hub	We can provide a service to people at any time, avoiding unnecessary hospital admission
	Secured funding for Caring Communities	We can recruit volunteers to maintain contact with patients discharged from services
	Widening Access Group action plan	We are reaching into communities who may not know about us or where we need to confirm our cultural competence. Open Days, Arthur's Shed and our Bistro are key parts of widening and deepening engagement with our community
<b>Education &amp; research</b>	Anglia Ruskin Masters Module: 'Palliative and End of Life Care: Management of Symptoms in Advanced Disease'	We are increasing skills and confidence of palliative care practitioners
	Care home research project	We will have a better understanding of the support care workers need when caring for residents at end of life
	Role of Healthcare Assistants in Hospice at Home	Improved understanding of the potential for service development

Through the engagement exercise referred to above, we reviewed the objectives set in our previous strategy and shared what we have achieved. This is set out briefly above:

Objective	What we did	What this means
<b>Supporting colleagues and volunteers</b>	Achieved Gold standard in Best Employers	We have good engagement with our colleagues
	Management Development Programme	We are developing leadership and management potential
	Volunteers grown to over 500	We attract and retain volunteers who provide invaluable support in all areas of our activity
	Colleagues increased to 249 full time equivalent	We have grown #TeamArthur meaning we can provide more care to more people in more locations
<b>Financial resilience</b>	Flagship fundraising events and attractive fundraising initiatives	We engage people in raising the vital funds we need and deepen relationships with our supporters
	#IWill campaign	More people consider leaving us a gift in their will
	Wide ranging community engagement	We have a strong relationship with our community
	New website and growth in social media	Communication has improved which increases engagement and financial support
	New retail hub and further retail and online sales expansion planned	We are future-proofing our income streams
<b>Effective governance</b>	Improving our data collection, analysis and visualisation	Decisions are made on an evidence base and we can demonstrate our impact
	Succession planning for trustee board	Our trustee board has the range of skills and experience to provide effective governance

We are proud of what #TeamArthur has achieved, particularly during the pandemic when things have been so challenging and colleagues and volunteers have had to be so adaptable. For further information on our achievements, please see our Quality Account, Trustee Annual Report and Annual Review.

# Vision, Values and Strategic Priorities

## Vision/Purpose

Our vision or purpose guides everything that we do, every decision made and every action we take. Our vision is:

Making Every Moment Count: supporting people with a life-limiting illness, caring for people and their loved ones at end of life.

## Values

Our values inform how we do what we do. We reviewed and refreshed our values with our colleagues and trustees to ensure that everyone shares the values underpinning what we do:

**Compassionate:**

we provide compassionate care and support for people and their loved ones and a compassionate workplace through compassionate leadership

**Caring:**

we care for everyone who needs our services, everyone who supports us, works for us and volunteers for us

**Community:**

we are part of our community, our community is part of us, our community is everyone in Cambridgeshire who needs us and we are proactive in tackling inequality

**Excellence:**

we provide specialist care and support through our skilled team drawing on their expertise

## Strategic priorities

We have agreed six strategic priorities, aligned to Ambitions for Palliative Care and Hospice UK (HUK) Future Vision (see opposite):

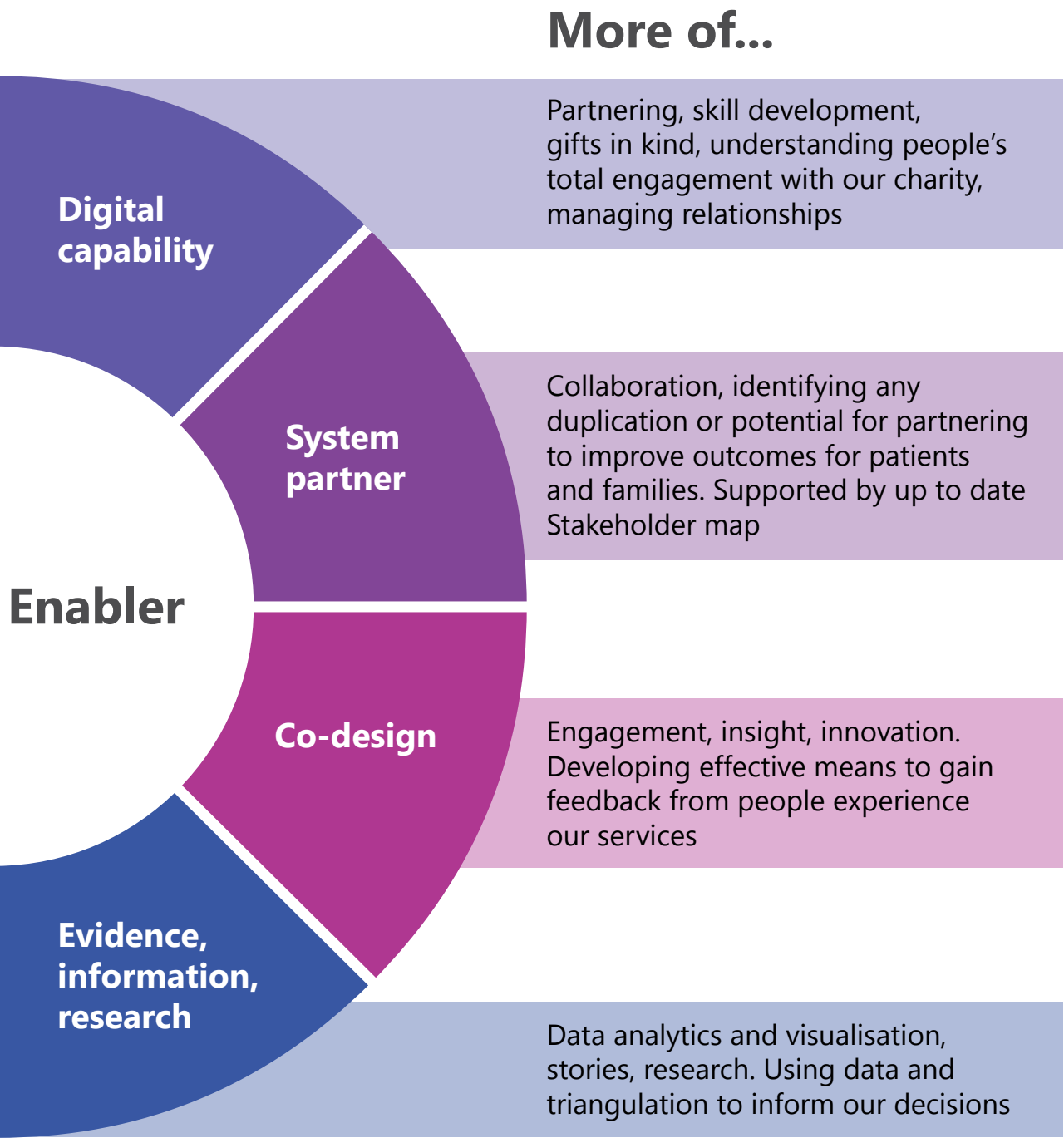
Strategic Priority	What this means	Outcome
<b>Outstanding</b> (Ambitions for Palliative Care)	Service focused (continual improvement of current provision): <ul style="list-style-type: none"><li>• More bereavement support especially for children</li><li>• Increased Social Work support to support people in the community</li><li>• Step down beds in Inpatient Unit (IPU) to support with reablement and effective discharge</li><li>• Support for young people</li><li>• Early intervention, work with care sector, range of diagnoses supported, patient and family feedback</li></ul>	Positive outcomes, e.g. improved quality of life, emotional wellbeing for people and their loved ones
<b>Sustainable</b> (HUK Future Vision)	Income generation strategies: fundraising and communications, retail, hospitality, venue hire - all demonstrating positive return on investment (ROI) Invest to generate income. Continued positive engagement with our supporters. Successful contract negotiations with statutory funders. Environmental responsibility, developing a net zero carbon approach	Future-proofed hospice provision
<b>Accessible</b> (HUK Future Vision)	Increase diversity of those accessing our services, working and volunteering for and supporting us Greater diversity of fundraising initiatives to reach all sections of our community Supporting people with the full range of diagnoses	Increased health equality
<b>Engaging</b> (HUK Future Vision)	More conversations about life-limiting illness and end of life care. Greater promotion and awareness of the totality of our provision, maximise optimisation of digital without adding to digital divide and providing assurance regarding Data Protection, patient and family feedback and a joined-up approach for those in touch with the charity whatever their first point of contact	Informed decisions by people needing palliative and end of life care
<b>People</b> (Ambitions for Palliative Care, HUK Future Vision)	Invest in our workforce so we attract, develop and retain them Having the right people in the right place, with the right skills at the right time Support and celebrate our volunteers Engage with schools, graduate schemes and community groups	Highly engaged and motivated team
<b>Partnering</b> (HUK Future Vision)	Taking our place at the Integrated Care System table, working collaboratively with others, sharing our knowledge and expertise	Contribute to system effectiveness

An annual Operational Plan and People Plan will detail specific activity to achieve these strategic priorities.



# Enablers

There are four enablers that will support our charity to achieve our vision and strategic priorities, based on our values:



# Strategy Map

The strategy map below is a summary of our strategy

Vision	Making Every Moment Count; supporting people with a life-limiting illness, caring for people and their loved ones at end of life.
Patient, families, supporters	Outstanding service provision and clinical care to support living with a life-limiting illness and a good death Range of service provision to ensure people have choice about their care Services available equally to all parts of our community Continuous improvement and service development is based on feedback from those who have experienced our provision Local services are joined up, making it easy for people to access We are easy to engage with and respect individuals' privacy
Learning and growth	We invest in our colleagues' (paid and volunteers) learning and development, so they are skilled, competent and confident Teams use data effectively to identify where to focus improvement projects, service development and achieve the charity's purpose We support development of the future workforce and attraction into hospice care
Financial sustainability	Effective financial stewardship Ambitious, aligned, achievable income generation strategies Environmental sustainability in all areas of activity
Internal processes	People plan Digital strategy Fundraising and communications strategy Data dashboard Widening Access Group Strong and effective governance
Enablers: digital capability; system partner; co-design; evidence, information, research	
Values: Compassionate Caring Community Excellence	

## Our challenges

## The action we take

## The outcomes we deliver

## Impact

Population growth and demographics

Continual service improvement  
Accessing resources to address unmet need eg bereavement support for children and young people; support for reablement and for young adults  
Proactive in seeking feedback from patients and loved ones

Economic uncertainty and financial viability

Range of income generation activity  
Engage with our supporters and community  
Successful contract negotiations with our statutory partners

Climate change

Develop net zero carbon approach throughout our activity

Lack of diversity in our workforce and patient cohorts

Increase diversity of those accessing our services, working and volunteering for us and supporting us  
Greater diversity of income generation initiatives  
Supporting people with any life-limiting diagnosis

Societal taboos around talking about end of life

More conversations about life-limiting illness and end of life care  
Greater promotion and awareness of the range of our provision

Digital capability and capacity

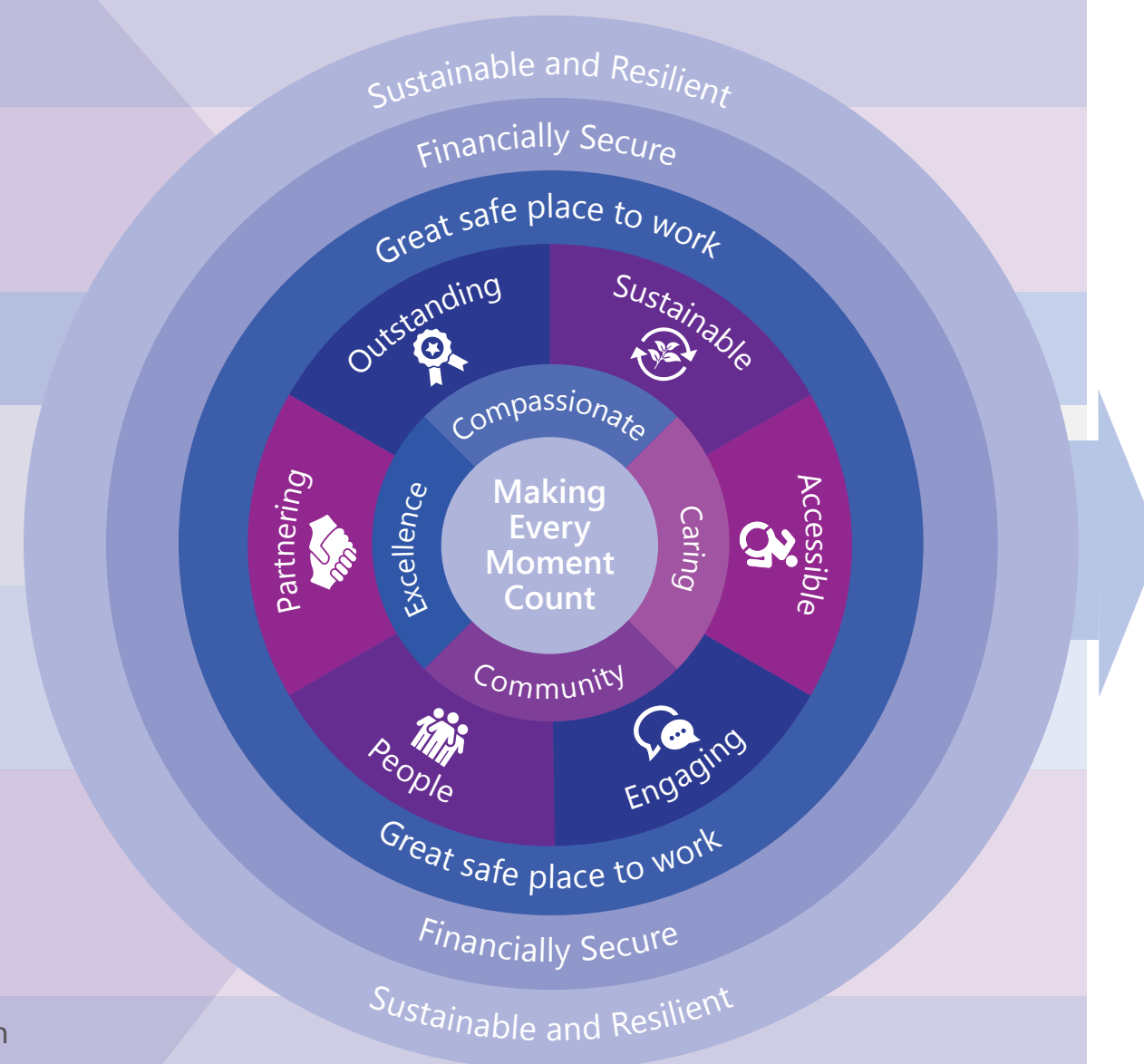
Maximise optimisation of digital capacity without adding to digital divide  
Assurance re Data Protection compliance  
Joined up approach for those in contact with our charity whatever their first point of contact

Workforce challenges

Invest in our workforce to attract, develop and retain  
Right people with the right skills at the right time  
Support and celebrate our volunteers  
Engage with the future workforce

Continual changes in healthcare structures

Take our place at the Integrated Care System 'table'  
Work collaboratively with relevant partners



Listening and engaging with patients, loved ones and community

Access to improved quality of life for those with palliative and end of life needs  
Emotional wellbeing support for people and their loved ones

Future proofed hospice provision

Future proofed hospice provision

Increased health equality throughout Cambridgeshire

Informed decisions by people needing palliative and end of life care

Informed decisions by people needing palliative and end of life care

Highly engaged and motivated team

Contribute to Cambridgeshire and Peterborough Integrated Care System impact and effectiveness



## About Arthur Rank Hospice Charity

We are the charity providing specialist palliative and end of life care for people in Cambridgeshire (excluding Peterborough which is supported by Sue Ryder Thorpe Hall).

**We provide outstanding care and support for people, and their loved ones, living with a life-limiting illness or who are at the end of their life.**

If you would like to help us achieve these ambitions by making a donation, visit **arhc.org.uk/donate** to make a donation on line, telephone us on **01223 675888** or send a donation to us at the address below. Alternatively to find out about other ways that you can help, go to **Support Us** on our website - **arhc.org.uk**

Visit our website to find out more about who we are, what we do and how you can connect with us: **arhc.org.uk**

Keep up to date with our work on social media:

Twitter: **@arthurrankhouse** Facebook: **ArthurRankHospiceCharity**

YouTube: **ArthurRankHospice** Instagram: **arthur\_rank\_hospice**

LinkedIn: **arthur\_rank\_hospice** Email: **reception@arhc.org.uk**

Call us on: **01223 675777**



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*making every moment count*