



**St Columba's  
Hospice Care**



**Strategic Plan**  
2020 → 2023

# A strategy for the future



## This strategy outlines our core aims and objectives from 2020 to 2023.

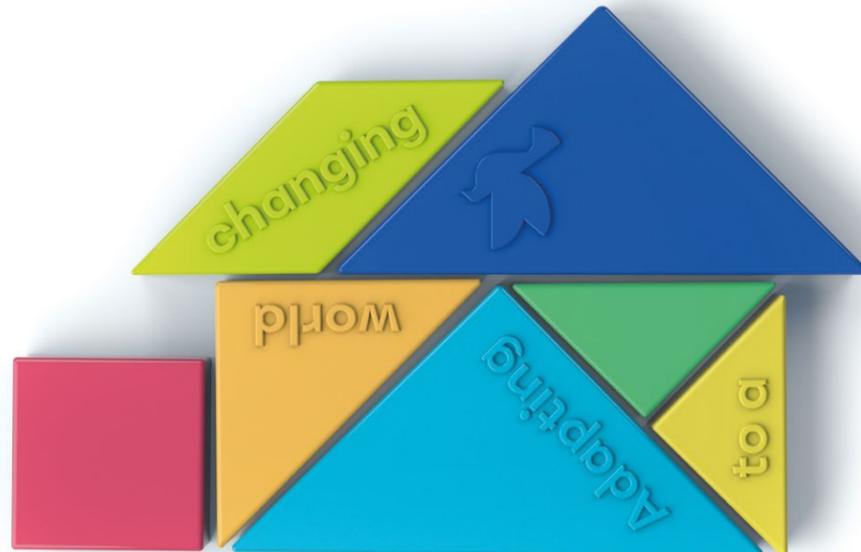
At the centre of this strategy is a commitment to reshaping our services in order to meet the needs of as many people in our community as possible. The concept of 'adapting to a changing world' is central to this strategy. Initially this idea reflected changes in how care can be delivered across our community. Following the worldwide COVID-19 pandemic the theme is more relevant than ever.

In early 2019 work began across all areas of our Hospice services to identify what we were doing well, and what needed to change, grow or develop in order to meet the ever-changing needs of our community.

We realised that we needed to ensure our services truly stretched beyond the walls of the hospice building, and our model of care needed to better reflect a growing desire for community centred support for the people we work with. We could see that we needed to reshape the clinical services on our two wards to ensure that we support families in the ways that are right for them, and to make the best use of the skills in our team.

Of prime importance, and what came through clearly in our strategy development stage, remained a commitment to the patients and families we support. Over the term of this strategy, we have committed to working towards a balanced income and expenditure model in order to ensure we can continue to reach those who require our support.

The images we have used for this strategy come from the Tangram – a model that changes shape and form, but always uses the same constituent parts. This is vital, as over the term of this strategy we have committed to working within the same financial and resource framework, but changing and adapting how we work to better meet the needs of those for whom we provide vital care and support. Building on our strong workforce of staff and volunteers, our vision has been to reshape resources and create a new model of care and support that reflects a changing world for how palliative care can be delivered.



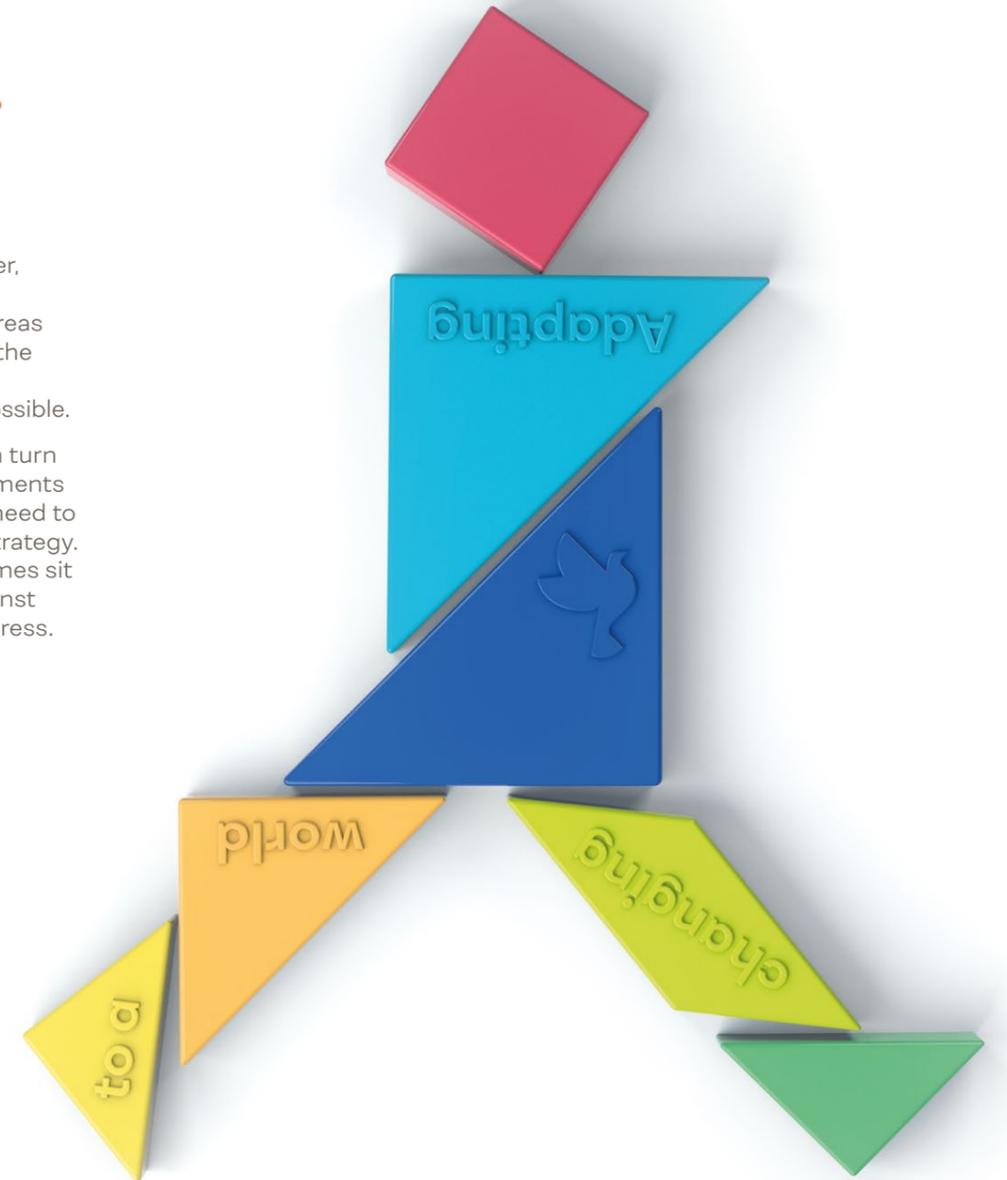
Our new strategy has been built on three key themes:

## Create. Empower. Sustain.

These themes work together, and often overlap, with the meeting point of all three areas being our central concern; the people we support and the workforce who make this possible.

Each of the areas is taken in turn in this document. Commitments are outlined as to what we need to do over the period of this strategy. Behind each of the key themes sit operational work plans against which we will measure progress.

**We realised we needed to ensure our services truly stretched beyond the walls of the hospice building...**





**In early 2020, just as we were getting ready to write our new strategy, COVID-19 started to sweep across the world.**

This global pandemic changed the way almost all of us went about our daily lives, drastically altering our working and social lives. We moved quickly across our Hospice services to ensure they could continue, and to provide an element of much needed stability to our patients and families, at a time when much of what we took for granted was in a state of flux and rapid change.

Much of what we changed across our care and support services, in the weeks and months that followed the first cases of COVID-19 in the UK, had already been part of our strategic thinking and planning process.

COVID-19 became a catalyst for an increase in the speed of change across many areas of our services, from moving consultations and support sessions into the online and virtual world to changing the way our two wards operated, as well as looking critically at all income generation opportunities.

The pace of change across the Hospice was rapid, but underpinning almost all of our developments were months of thought, consultation, research and consideration. Sometimes strategies are well-polished documents that sit on shelves until the review point, at which time they are dusted off. Not so in the case of our new strategy which, due to the impact of COVID-19, not only came to life before formal rollout but also moved at a rapid pace.

Staff across all teams at the Hospice rose to the challenge and, as a result, we have achieved much in the first months of 2020 – far more than would usually have been the case.

This document captures the overall theme of the changes we have made so far, and those we will continue to make in 2020–2023 under the three key areas Create, Empower and Sustain, and under the further unifying theme of "Adapting to a Changing World".

Each of the key themes is taken in turn, with our commitment in the respective area outlined. We have also provided detail as to how we will monitor progress.

Our values are also captured in acknowledgement that none of the changes we seek to make would be possible without the right values helping to create the best possible organisational culture.



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# Our culture, values and strategic aims

Over the course of the development of this strategy we also undertook a values exercise, consulting across the Hospice team to pin down our values as well as the behaviours which demonstrate a commitment to those values. We didn't want to simply roll out a list of values without any form of explanation of behaviours.

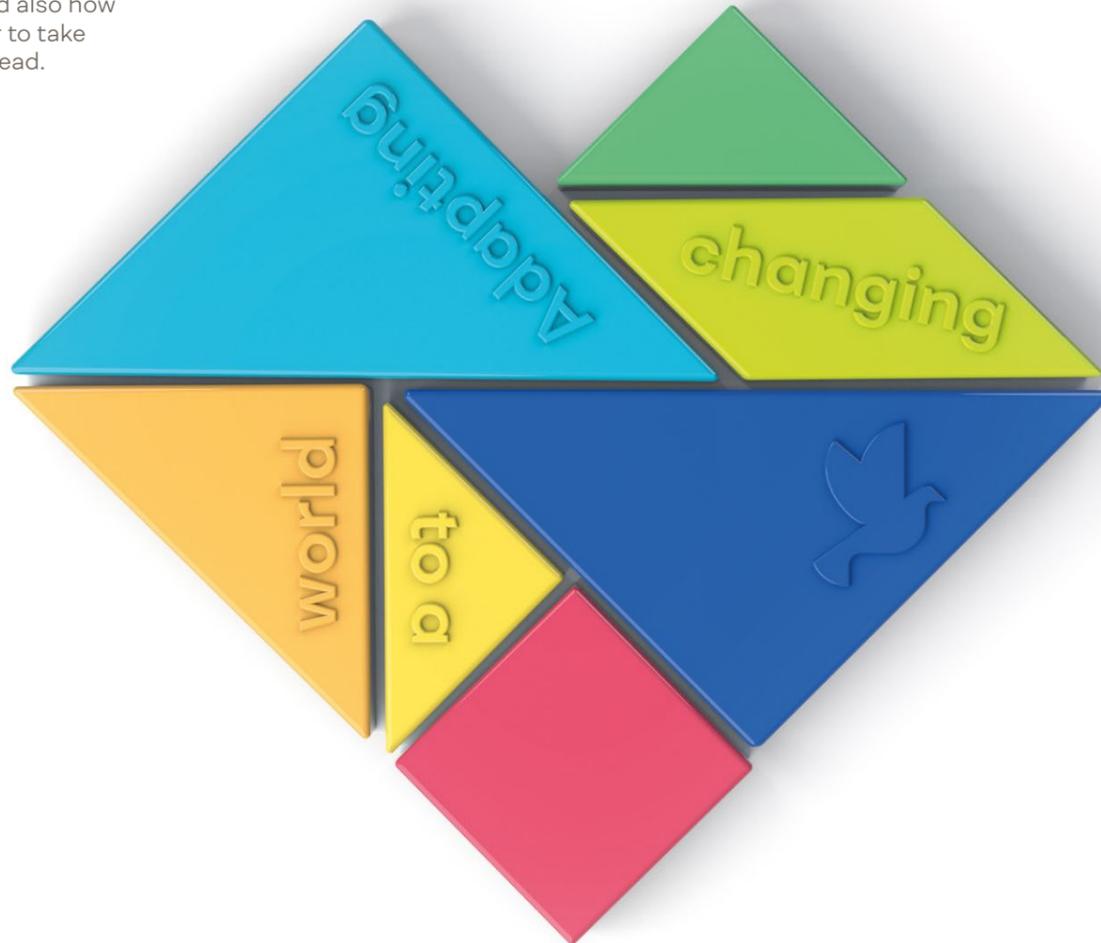
What we now have is a tangible, meaningful way of expressing what it is that makes the culture at St Columba's Hospice Care so very special. Even a first-class strategy would be hard, if not impossible to implement, without the bedrock of a solid organisational culture. By crystallising our values, detailed in this document, we hope to have created a way to not only articulate our values but to measure and monitor them.

# Our values



**As part of the development of our new strategy we worked to identify and share our core values.**

These values are central to what makes up the Hospice culture across our services. They provide a background for both why we are undertaking the changes we have identified in this document, and also how we will work together to take on the challenges ahead.



## 1

### Respect

We will ensure that respect is at the heart of our interactions with all who come into contact with the Hospice. Respect and confidentiality will frame all our conversations, no matter how challenging the circumstances. We will treat everyone with respect, ensuring that difference and diversity are accepted unconditionally, as this will help us be open to change.

## 2

### Care and compassion

We care with compassion for patients, families and carers, for the colleagues and students we work with, and also for the supporters and those who make our work possible. Compassion is integrated into the way we interact with everyone who comes into contact with the Hospice.

We strive to attract and recruit staff and volunteers who are committed to working in this way. We care for patients and families through some of the hardest times they may face. This is not always easy, but we endeavor to listen to them, and keep their needs and wishes at the centre of all of our considerations. Our care is always person centred.

## 3

### Partnership

We invite and welcome opportunities to work in partnership with groups of organisations who share our values and who believe in the best possible care of anyone living with a life-limiting illness.

We believe that innovative and collaborative partnerships will help cultivate opportunities for service developments, community engagement, education, research and income generation. We will also invite and encourage opportunities to work with people who are using, or have used, our services in order to shape current and future developments.

## 4

### Trust

We acknowledge that we are all responsible for creating a safe and trusting environment, and that trust is vital to allow our organisation to flourish. Trust will be earned by our actions and is at the heart of the way we interact with each other and with all those connected to the Hospice. We acknowledge that patients, families, staff, students and volunteers put great trust in the Hospice as a place to make the most of their lives, time or skills.

*What we now have is a tangible, meaningful way of expressing what it is that makes the culture at St Columba's Hospice Care so very special.*

# Our strategic aims



## 1

### Create

- Creating a tiered and flexible model of care which shifts the balance from hospice building based to community focused care
- Creating new knowledge and innovative ways of working to influence the wider provision of palliative and hospice care
- Creating an environment of community engagement, support and partnership
- Creating new ways to share our message, aims and objectives with our community, and new ways to engage with our supporters and donors
- Creating new virtual support and engagement opportunities for individuals, families, supporters, volunteers and staff
- Creating research evidence and integrating into educational and clinical services.

***By crystallising our values, we hope to have created a way to not only articulate our values but to measure and monitor them.***

## 2

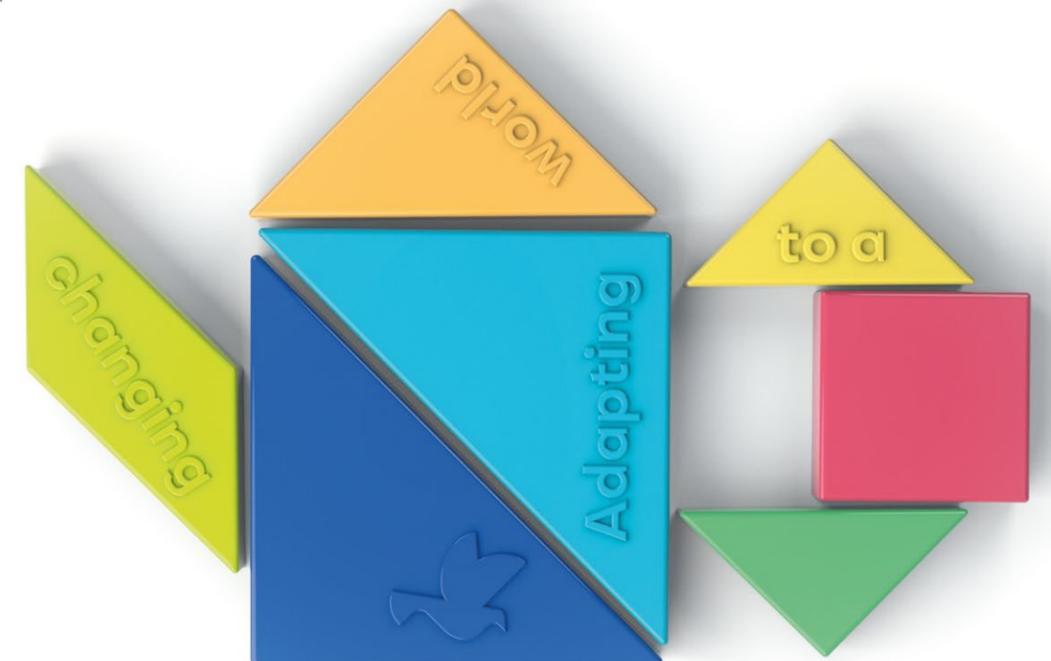
### Empower

- Empowering people to live as independently and well as possible until the end of their lives
- Empowering families by providing education and support to aid their resilience in the face of a loved one with a terminal illness
- Empowering leaders across the Hospice to develop more person centred care approaches and opportunities closer to, or at, the homes of those we support
- Empowering our dynamic and diverse workforce of staff and volunteers with the knowledge and skills to undertake their roles flexibly
- Empowering our community by listening to their voices and developing adaptable, and responsive, services specific to their needs using a research-based approach.

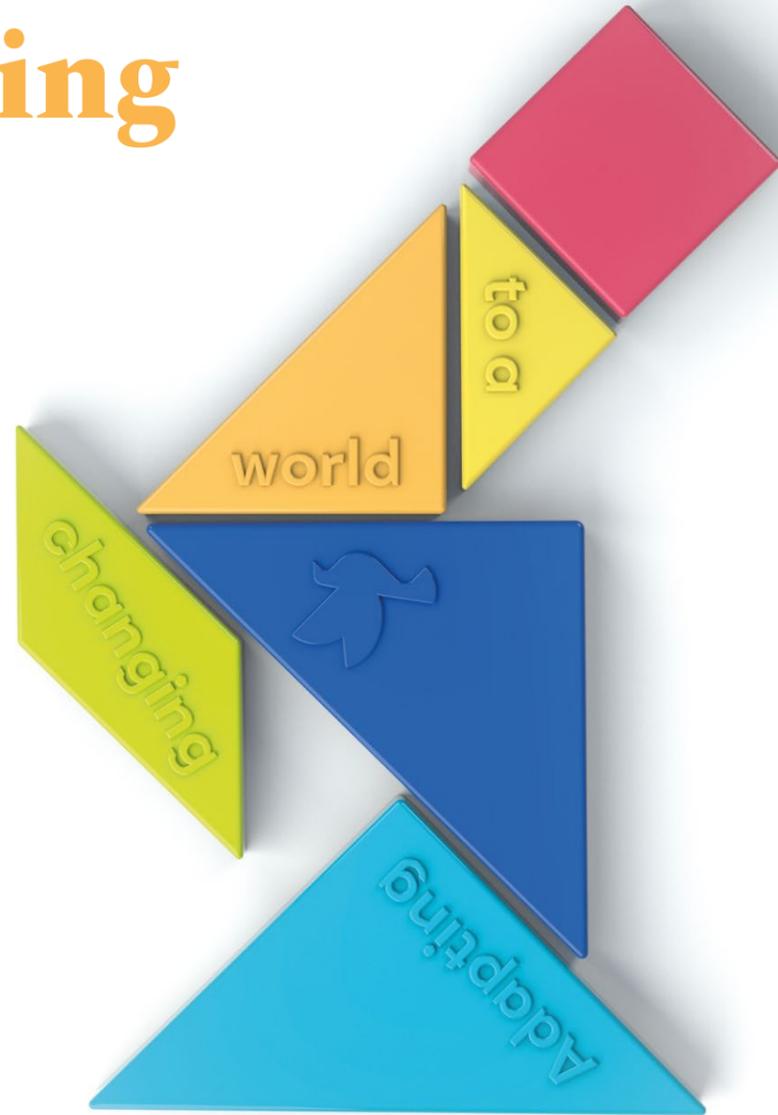
## 3

### Sustain

- Prudently managing our income and reserves to ensure sustainability for the future
- Building on the established reputation of the Hospice and brand
- Contributing to climate sustainability through engagement with green energy sources, recycling and upcycling initiatives
- Sustaining Hospice care long term by integrating with creative partnerships for joint service delivery
- Embedding organisational resilience into strategic changes in order to ensure long term sustainability.



# Monitoring progress



*This route we have taken, to make some of the early changes in our strategy, was significantly altered by COVID-19.*



**We will monitor progress towards achieving our commitments by:**

- Using appropriate quantitative reporting systems to monitor our financial, clinical and workforce commitments. These include workforce recruitment and retention, data around who uses our services, and financial information to support moving towards a balanced budget and using our reserves prudently
- Ensuring that progress against our strategic objectives is regularly shared with our workforce of volunteers and staff, and is accessible by patients and families as well as by supporters and stakeholders
- Focussing on the impact our services have, and the outcomes they help deliver
- Using appropriate qualitative reporting systems to monitor the impact of our services on the people we support, and also the volunteers and staff with whom we work
- Embedding our values and strategic aims work into our appraisal system across all areas in the Hospice. For volunteers, these values and strategic aims will form part of the recruitment process, as well as ongoing supervision and support sessions.

## Conclusion

This strategy document outlines the journey we undertook in order to reach our new strategic themes and objectives, as well as identifying our priorities over the period 2020-2023.

This route we have taken, to make some of the early changes in our strategy, was significantly altered by COVID-19. The destination has remained the same, however, and over the course of the next three years we will continue to implement changes, monitor them and reflect on their suitability. The overarching principle remains a commitment to "Adapting to a Changing World", and below this sit our three main themes -Sustain, Empower and Create.

This document captures the main commitments across these three themes and the ways in which we will monitor and share progress.

Very little stays the same for long and, as 2020 has shown us, we can never truly know what's around the corner. Hospice care is often about making the most of the here and now and it is our hope that this document provides a road map for change up to 2023. It will be a live document as we strive to implement what is right for our patients, families and workforce, each and every day.

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