INTRODUCTION

Pendleside Hospice was founded as a charity in 1998 and is one of the principal providers of palliative and end of life care services to adults in Burnley and Pendle. The Inpatient Service also covering the community of Rossendale.

Since its inception the Hospice has seen the demand for its services grow year on year. Furthermore, the environment in which the charity works and the people it supports have changed significantly; the Hospice is now caring for patients with a more diverse range of needs and medical conditions, having to respond to increased regulation and operating its services in an uncertain financial climate.

Our strategy for 2016-2020 outlines our aims and objectives throughout this period and is a summary of the general direction of the Hospice’s work and will be supported each year by a detailed business plan. Each year an annual review will be undertaken, mapping the progress the Hospice is making in achieving its strategic aims.
ABOUT US

OUR MISSION:

Pendleside exists to provide palliative and end of life service provision for those living with a life limiting illness and those important to them, living within our local community.

PHILOSOPHY OF CARE:

Pendleside endeavours to promote and enhance quality of life for people with life limiting illnesses and those important to them; by delivering specialist and holistic palliative and end of life care, which addresses each person’s individually assessed physical, psychological, social and spiritual needs.

Our care is planned and continually monitored to ensure appropriateness as needs may change. Effective communication with the people we serve is fundamental to our relationship with them. Their confidentiality, privacy, dignity and choice are respected at all times.

Our multi-disciplinary approach facilitates integrated support in our inpatient, outpatient, day service, community and family support services, in collaboration with other local care providers.

Care is underpinned by relevant research, best practice guidance and professional codes of practice.

OUR AIMS:

Pendleside strives to achieve three main aims: -

- **Charitable**
  To provide Hospice services to as many local people with life limiting illnesses as possible, according to their needs, within operational and financial constraints.

  We aim to provide care free of charge to those we serve. However, as a charitable organisation, we rely heavily on public contributions to maintain our services and any donations are gratefully received.

- **Professional**
  To deliver the services, safely, ethically and legally, in accordance with our philosophy of care
• **Personal:**
  To commit unreservedly (individually and collectively) to the above charitable and professional objectives

**OUR VALUES:**

Our values underpin everything that we do:

• **Care**
  We ensure a professional standard of high quality care provision delivered with kindness, dignity and respect

• **Compassion**
  We ensure that a compassionate and a non judgemental approach remains central to the delivery of our services

• **Support**
  We ensure that people are listened to, their contribution valued and that necessary support is provided according to each individual need.

**OUR PEOPLE:**

Pendleside is governed by a Trustee Board that takes overall responsibility for its work and managed by a Senior Management Team.

The Board of Trustees is made up of volunteers with particular skills and expertise in a variety of fields and led by a Chairman.

The Senior Management Team is led by the Chief Executive and has two other members with specific responsibilities.

![Diagram](Diagram)

Pendleside currently has 117 employees across the organisation which equates to 90 whole time equivalent (WTE). In addition, seven staff work
under a practising privileges agreement and the Hospice has a Bank of Registered Nurses and Auxiliary Nurses.

Volunteers are an integral part of the Hospice Team with over 450 active volunteers, each one playing an invaluable role either within the Hospice and/or our local community.

**OUR SERVICES:**

Pendleside cares for over 1200 people each year, across a number of services. These include:

- Inpatients
- Hospice at Home
- Day Service
- Outpatients
- Family support
- Spiritual Care
- Rehabilitation
- Complementary therapy
- Psychological support
- Bereavement support

Clinical services are available to adults, 18 years and over. In exceptional circumstances patients between the age of 17 and 18 will be allowed to access Hospice services. This will be assessed on an individual basis and only agreed when access to external children’s services is not appropriate.

The Family Support and Bereavement service provide support to children, adolescents and adults.

Services are supported by Pendleside’s Catering and Domestic, Maintenance, Finance and Administration, Fundraising and Retail teams.
PENDLESIDE HOSPICE STRATEGIC AIMS AND OBJECTIVES 2016-2020

To provide a flexible service for those living with a life limiting illness and those important to them, living within our local community.

<table>
<thead>
<tr>
<th>THEME</th>
<th>BUSINESS AND FINANCIAL STABILITY</th>
<th>CARE DELIVERY</th>
<th>GOVERNANCE</th>
<th>WORK FORCE PLANNING</th>
<th>RAISING THE QUALITY OF END OF LIFE CARE</th>
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</thead>
<tbody>
<tr>
<td>GOALS</td>
<td>Ensure services are sustainable in the changing external environment.</td>
<td>To provide equity of access to Hospice services for patients and those important to them.</td>
<td>Ensure the Hospice is meeting its regulatory requirement and managing risk.</td>
<td>To develop a workforce that can respond effectively to the changing environment and can meet the needs of the people who access Hospice services.</td>
<td>To influence the end of life care agenda both locally and nationally.</td>
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</tbody>
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| STRATEGIC OBJECTIVES      | • Maximise organisational impact through robust financial management  
• Ensure reserves are invested to maximise return  
• To develop strategies to maximise income generation – including communication, fundraising, legacy and retail development  
• To regularly liaise with NHS Commissioners regarding NHS funding, evidencing the need for increased NHS funding  
• To ensure services are cost effective  
• To implement strict financial controls to ensure the Hospice remains sustainable and risks are assessed and mitigated against.  
|                           | • Maintain high quality care in our existing services  
• Promote autonomy of services users and care according to each individual need  
• Develop use and reach of existing services  
• Regularly review and seek service user feedback to ensure equity of access and adapt according to local need where appropriate  
• Develop links with underrepresented groups, promoting the value of Hospice services  
• To develop rehabilitative services.  
|                           | • Ensure that systems are in place to ensure effective governance  
• Ensure compliance with regulatory standards including appropriate recording, auditing, reporting and monitoring  
• Develop an outcome framework¹ for all services  
• Ensure all areas of risk are identified, assessed, appropriate safeguards are put in place to mitigate risk and are reviewed regularly.  
|                           | • Recruit staff with the appropriate knowledge and skills  
• Develop and implement a competency framework for staff at all levels across the organisation  
• To develop and implement effective and consistent leadership across the organisation  
• Broaden the scope for volunteer development and involvement  
• Promote effective team working across the organisation  
• To develop a work force plan which ensures future business sustainability.  
|                           | • Ensure Hospice services are aligned to the external environment  
• Develop a lead role in the strategic planning of local palliative and end of life services  
• Have a strong community presence  
• Increase the range and quantity of education and training opportunities for health and social care professionals  
• Ensure specialist palliative care advice is available to patients, those important to them and health and social care professionals working in the local community  

¹ An outcome framework monitors each service to ensure it is meeting the overarching goals of the organisation