

Together we are **St Helena**

**Exceptional end of life
care for *all* the people
you love.**

StHelena
Hospice

Strategy 2026-2029



Together we are St Helena

Our Vision:

Exceptional end of life care for *all* the people you love.

Our Mission:

Delivering high-quality compassionate care, comfort and support to people at the end of life and to those who love them.



St Helena Hospice supports people facing incurable illness and bereavement across our community in north east Essex.

Our new three year strategy is focused on sustainable growth, reaching more people across our community and delivering more care closer to people at home.

This will be funded through securing new NHS income streams and prioritising the sustained growth of our own income generation activities, both existing and new.

Our values are to be **bold, passionate** and **caring**. These values are demonstrated across the spectrum of our work, from the specialist care offered by our clinical teams, through our professional care and services, and our dynamic and creative income generation teams.

Exceptional end of life care for *all* the people you love.

We believe that everyone should have exceptional care at the end of life with support for those who love them continuing through bereavement.

To achieve this aim we will work collaboratively with colleagues across the health and care sector in Essex, advocating for those we serve and offering leadership and expertise in palliative and end of life care, to improve the quality of the experience of each person in the last phase of their life.

To do this we have developed a strategic plan based on **Three Pillars:**

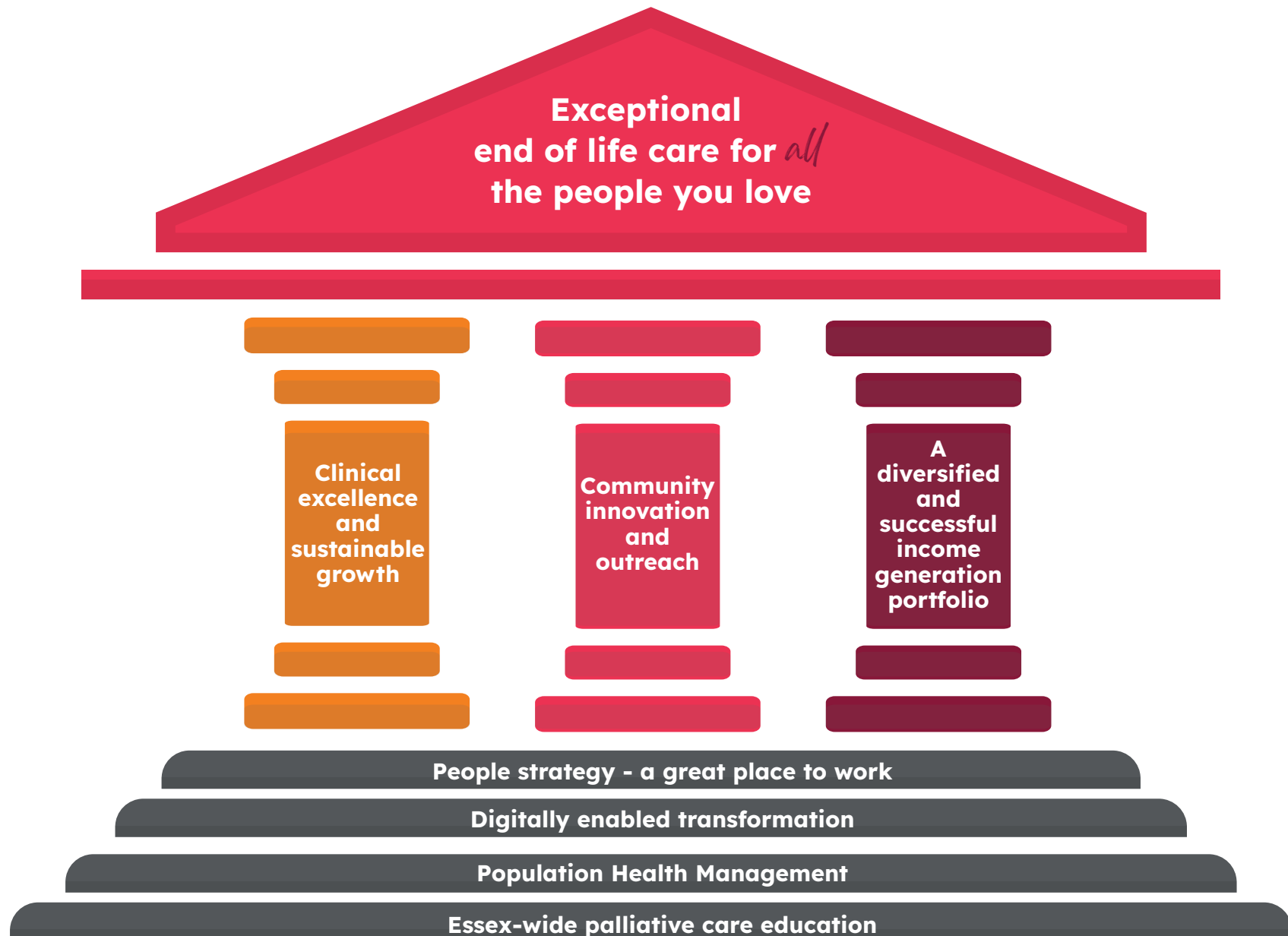
Pillar One Clinical excellence and sustainable growth of palliative and end of life care services.

Pillar Two Community innovation, growing compassionate communities, care and support, day services and outreach.

Pillar Three A diversified and successful income generation portfolio, providing sustainable funding for our services.



Our strategy 2026-2029



Pillar One

Clinical excellence and sustainable growth of palliative and end of life care services.

Ambition

To grow our clinical service offering, reaching more of the people who need us and providing increased access to exceptional palliative and end of life care for our community.

To achieve this we will:

Continue to deliver excellent palliative and end of life care for people in north east Essex.

Invest in service growth as it is affordable and sustainable to do so to help us reach more people.

Re-open hospice inpatient beds utilising new NHS commissioning income streams.

Widen access to our bereavement services by offering bereavement cafes across our community and growing the Forget Me Not service.

Grow our community teams offering more holistic palliative care for people across north east Essex.

Work collaboratively with the other Essex hospices to address inequalities across the wider Essex community.



Pillar Two

Community innovation, growing compassionate communities, care and support, day services and outreach.

Ambition

To grow the number of touchpoints we have across our community, increasing people's ability to access our support, promoting death literacy and helping form community connections.

To achieve this we will:

Grow our community day services including day respite.

Diversify our Care & Support service across the geography of north east Essex, addressing social isolation and supporting people in the last year of life and their carers.

Grow a community hub, initially on site and expanding to Tendring district if successful.

Take an active role in the Compassionate Communities network in north east Essex, promoting death literacy and supporting people to have conversations about death and dying.

Grow the Care Choices service, a volunteer-based initiative helping people create advance care plans and increasing death literacy.

Support carers with education and peer support reducing isolation and increasing knowledge and skills in care.

Pillar Three

A diversified and successful income generation portfolio.

Ambition

To embody commercial and operational excellence across our income generation portfolio, delivering year on year growth that will both protect and ultimately fund the growth of our charitable service.

To achieve this we will:

Strive for operational excellence alongside colleague wellbeing.

Ensure we are planning for the future, transforming our business models where needed to ensure they are fit for the future and can deliver long-term sustainable income.

Invest in our income generation teams and businesses, taking a measured approach to risk, enabling them to deliver year on year growth sufficient to fund inflationary increases in our charitable service costs (as a minimum).

Consider additional opportunities to generate sustainable income, including considering new business opportunities.



We start 2026 with:

Fundraising bringing energy and vigour to our fundraising.

Retail 24 retail shops and growing.

Lottery two national lotteries supporting 36 charity partners.

Domiciliary home care supporting private clients and delivering NHS reablement contracts.

Commercial cleaning delivering high quality cleaning services for 26 commercial businesses and two hospices.



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Our people

Creating a great place to work and volunteer.

Ambition

To consistently be an employer of choice, proactively focusing on the wellbeing of our staff and volunteers, ensuring we attract and retain the very best people.

To achieve this we will:

Provide education, training and development across all of our teams, enabling them to perform to their very best.

Create and support career pathways and ensure we are able to retain our very best people.

Prioritise work-life balance across our workforce, ensuring we are adequately staffed across teams to enable this.

Actively listen to the views of our teams and act on their feedback where we can.

Digitally enabled transformation

Ambition

Innovating through digital and data to deliver the highest quality of service to more people.

To achieve this we will:

Make care and support easier to access by improving digital access for patients, families and communities.

Join up our systems and data so staff can see a clear, complete picture of our information to support better care and operational decision making.

Use insight to improve performance to strengthen reporting, dashboards and forecasting.

Use AI where it adds clear value, safely and responsibly.

Protect our data and services by strengthening cyber security, resilience and regulatory compliance.

Build capability for the future investing in skills, leadership and collaboration (including Essex hospices).



Essex-wide palliative care education

Ambition

We will continue to promote and grow access to palliative and end of life education, both internally and across health and care organisations across the county, to support better outcomes for all those in the last phase of life.

To achieve this we will:

Expand our reach and influence by growing the Hospice Education collaboration into a recognised regional provider of specialist palliative and end of life care education.

Strengthen workforce capability by developing the knowledge and skills of hospice staff through career pathways, professional development, apprenticeships and further education.

Deliver diverse and flexible education by providing a mix of internal and external courses, masterclasses and bespoke programmes tailored to workforce and system needs.

Work collaboratively across the system by partnering with other hospices and organisations to identify unmet need, co-design education and improve end of life care.

Drive innovation, research and communities of practice by contributing to research, sharing best practice and building system-wide learning networks for continuous improvement and innovation.

Population health management*

Ambition

Embracing the principles of Population Health Management to deliver improved outcomes to more people across our community.

To achieve this we will:

Host the My Care Choices Register, which records a person's preferred place of death and wider end of life wishes, and work with health and care partners to increase usage.

Be active members in the Essex End of Life Board and local neighbourhood programmes.

*Population Health Management is the organisation of health care, using data to improve care and reduce inequality.

Together we are St Helena



This strategy was co-produced alongside you!

We spent a lot of time listening before we even embarked on developing our strategy. We spoke to stakeholders across our community, including:

- Patients and families
- Carers
- Colleagues
- Volunteers
- System partners
- Donors and supporters
- Our community

Your opinions have shaped our priorities.
Thank you to everyone who fed in their voice.

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Mission

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Registered Charity Number 280919



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