

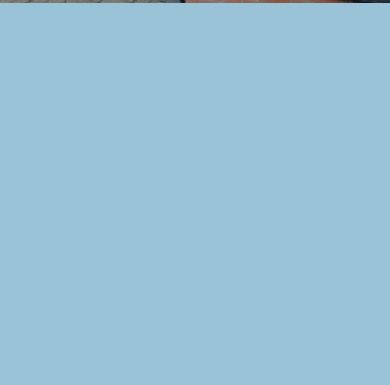


Farleigh Hospice Strategic Plan 2022-2026

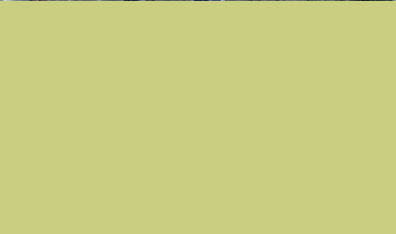
One team



with one



core
purpose



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“ Thank you again for the exemplary care, medically, emotionally and practically. ”



Who we are

Farleigh Hospice is an independent charity providing services within the mid Essex area to meet the needs of people affected by life limiting illness and to support those who are bereaved.

Our hospice team work alongside health and social care colleagues to provide specialist advice, care and support for patients and their families/carers whether at home, in the hospice or other places of care, to meet their palliative and end of life needs through to bereavement. Additionally, we reach out to those who may have issues and concerns at an earlier stage in their illness and provide generalist advice and support during this time or just a listening ear.

Providing expert advice and support for others

We provide education and training to equip other providers to provide the best possible care and support for people who are at the end of their life or are bereaved. We work collaboratively with health and social care partners and other charities and provide expert advice and guidance to the Integrated Care System.

How our services are funded

The charity is dependent upon a number of different sources of income including donations and gifts in wills, fundraising, shops, a weekly lottery and NHS funding.

“ The care from the nurses, all of you in the Inpatient Unit, is beyond measure. ”

Our vision

Everyone facing the end of their life is supported to live well and die well.

Our mission

To lead on the delivery of excellent palliative, end of life and bereavement care, working in partnership with the patient, their family and all others involved in their support. Ensuring honest conversations are facilitated at the earliest stage to enable understanding and choice through education and support.





Our values



Our journey

It was the death of a lady called Audrey Appleton which provided the catalyst leading to the creation of Farleigh Hospice. Audrey died of cancer and her friends, Glenda Lance and Dr Gill Collier launched an appeal to establish hospice services in and around Chelmsford.

1982

A steering committee was formed consisting of Alan Sayles, Alan Woods, Glenda Lance and Dr Tony Kirkland. The charity named the Chelmsford Hospice Service was registered.

1987

Two Nurses, a Matron, Sister, and a Medical Director were appointed.

1990

Our Adult Bereavement Service was launched.

1989

Our first hospice shop opened in March in Chelmsford High Street.

1995

We began working with St Clare Hospice, a second day hospice centre that was opened in Heybridge, Maldon.

1984

In March, Farleigh House, 212 New London Road, was purchased and over the next three years the building was re-designed to accommodate inpatient and day services.



1988

The building work on the original hospice building was completed in July of 1988. In August the Day Hospice was opened, and in September the Inpatient Unit was opened, initially with 6 beds.

1991

Braintree Day Hospice opens at St Michael's Hospital and saw its first patients in August. The hospice also employed its first community nurse specialist (CNS).



2001

St Clare's Day Hospice was officially merged into Farleigh Hospice.

2011

The Hospice at Home service was born and the new Lantern Suite was opened at the North Court Road site.

2004

Building works began on the new Farleigh Hospice at the North Court Road site opposite Broomfield Hospital in Chelmsford.

2013

The rehabilitation suite opened at North Court Road. This was a self-contained apartment that allowed patients to build independence and confidence in a safe environment, before returning home.

2021

Farleigh won a Hospice UK Award for providing outstanding home-based care during the Coronavirus Pandemic.

2006

The new Farleigh Hospice building in North Court Road was opened and the Yo-Yo Project for pre and post bereaved young adults and children in mid Essex was launched.



2007

Farleigh's education and training team was formed, offering sessions to external local healthcare professionals.

2020

Farleigh purchased Mill Road Maldon building.

2022



Celebrating 40 years of care

Impact Statement

for period 2020-2022

Inpatient Unit and Virtual Ward

During 2020-21 our Inpatient Unit (IPU) closed due to the Pandemic. Staff were redeployed to care for patients via our Virtual Ward which provides patients with 24/7 specialist care in their own homes and helps avoid admission into hospital.

When our IPU re-opened in August 2021, the Virtual Ward continued, to ensure patient choice.

2021-2022

124

Virtual Ward admissions

Since August 2021

110

patients

1021

days of IPU care

Community Care

In March 2020 we reconfigured our clinical services to provide a community service delivered by three locality-based multi-disciplinary community teams for North, South and Central mid Essex. Each team responds to incoming calls to the hospice's advice line, staffed by specially trained navigators.

In 2022

454

Average patient case load
across all localities
UP 10% (Year on Year)

In 2022

32,359

Incoming calls to the
hospice advice line
UP 11% (Year on Year)

Education

As well as delivering specialist internal training, our Education Team have continued to work alongside the nursing teams within the IPU and locality teams, to offer role modelling, expert advice and oversee the competencies programme. Externally, the team continue to deliver education to the local community provider and local care homes.

Bereavement

Farleigh Hospice provides bereavement support to both adults (Circle) and children and young people (Yo-Yo). During the Pandemic, services were provided via telephone and virtual support. Some services reverted back to face to face in 2021-22. Referrals for both services have significantly increased in the last year.



Fundraising

Legacy gifts, general donations and donations in memory were forms of income that supported us during the Pandemic. We also fundraised through virtual events and online activities. In 2021, we were able to reintroduce mass participation events including, Cycle for Life and the London Marathon. This year, we have held a full range of fundraising events, including Walk for Life and Open Gardens.

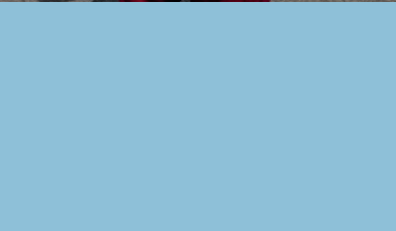
Local Hospice Lottery Ltd

Local Hospice Lottery is a wholly owned subsidiary of Farleigh Hospice. The weekly lottery was set up to provide financial support to adult and children's hospices across Great Britain. The number of Farleigh lottery players continues to be around 10,000 per week.

Retail

Farleigh Hospice shops were severely impacted by the Pandemic and closed for much of 2020-21. The shops re-opened in mid-April 2021 and are now trading back to pre-Pandemic levels. In 2022, due to the success of the Maldon clearance warehouse, a second warehouse was opened in an adjacent unit, enabling us to expand our product offering

In 2021, Farleigh Hospice won the **Innovation in Partnership Working** Award at the **Hospice UK Awards** in recognition of the re-organisation of our community services and the creation of our Virtual Ward.



Our future

Important factors we have considered in the development of our strategic plan:

- The views of our patients, carers and bereaved clients
- The views of our staff and volunteers
- The views of our supporters and our local community
- Detailed trend analysis of increasing demand for our clinical services
- Detailed trend analysis of changes in income generation
- National and regional predictions for palliative and end of life care needs
- Hospice UK Future vision programme
- The Mid and South Essex strategic plan for palliative and end of life care
- The Mid and South Essex Health and Wellbeing plan

Considering all of the above we have created a new vision and mission for Farleigh Hospice and have set out a plan for a sustainable hospice that will continue to meet the needs of our local community for the next 4 years and beyond.

Our Strategic Plan

Inspire

- Share our story to **inspire** supporters and funders to support our work
- As a leading hospice with a focus on education, **inspire** people to join and excel as part of our workforce
- As experts in palliative and end of life care **inspire** others to collaborate with us to provide the best possible care and support for our community

Innovate

- Be **innovative** in our service delivery, involving patients and families in service design
- Be **innovative** in generating income for a sustainable hospice
- Be **innovative** in how we use our hospice resources

One Team with one core purpose

Provision of inclusive,
individualised,
palliative care

Invest

- **Invest** in the growth and development of our hospice
- **Invest** in technology and systems to be at the forefront of hospice care
- Be creative in how we **invest** in supporting and developing our workforce



Delivering our strategy

To deliver on our Strategic goals and objectives we will:

- Work to detailed annual operational plans
- Monitor progress against agreed performance measures
- Maintain flexibility within the plan to be responsive to changing demands and funding opportunities



How the operational plan will be developed

Farleigh Hospice will report on the progress of this plan through a variety of methods including:-

Ongoing monitoring by the Board of Trustees and its standing committees

Annual return to the Charity Commission

Annual Review and audited Report and Accounts

Regular liaison with and reporting to NHS Commissioners

Annual Quality account

Annual compliance and assurance programme

Annual General Meeting of the company

Farleigh Hospice Lantern publication, website and social media communications





How we will maintain flexibility

We will continue to engage with our local community, commissioning teams and other providers of end of life care to assess local need, develop collaborative partnerships and ensure care is delivered in the most cost-effective way.

Conclusion

With a whole team approach to the successful delivery of this plan and with the ongoing support of our local community, Farleigh Hospice will continue to provide, improve and further develop excellent services for those with life-limiting conditions and those who care for them, through to and including bereavement support.

“Your dedication and care helped myself, my mother but most importantly my father.”

Thank you to all our supporters



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