

Embracing Change. Inspiring Care.

Our Vision for St Helena

Our strategic plan 2023 to 2033



www.sthena.org.uk

Registered Charity Number 280919

StHelena
For the people you love



Our values

**Bold
Passionate
Caring**

Introduction

St Helena provides individual care and holistic support for people in north east Essex who are facing incurable illness and bereavement.

Our vision for the next ten years is to be a global leader in caring.

This includes extending our scope to the last phase of life, with a particular emphasis on engaging earlier with people with frailty and dementia. This will include developing new models of care and new services .

Our key aim is to double the number of people we reach.

Our vision is firmly rooted in our three core values: to be bold, passionate and caring. We believe in taking bold steps to transform the way we provide care, pushing the boundaries of what is possible to meet the evolving needs of our patients and families. With passion as our driving force, we are committed to delivering exceptional, heartfelt care that touches the lives of those we serve.

We remain dedicated to the value of caring, ensuring that every individual in our care receives the highest level of compassion and support. It is through the unwavering adherence to these values that we will forge a path towards a future where our impact is magnified, and our mission of global leadership in caring is realised.

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To achieve this vision, we have developed a strategic plan based on four interlinked pillars of transformation:

- 1 Grow the outcomes-based population health model for last phase of life
- 2 Embrace technology and digital transformation in all aspects of our work
- 3 Be commercially disciplined and enterprising
- 4 Support our colleagues to grow and thrive as we change

These pillars will guide our actions and decisions over the next ten years.

We will judge our progress in delivering the plan by the number of people we reach each year, and how well we help local people achieve the outcomes that matter most to them.

The intended benefits of this plan are to improve care for people in the last phase of life, grow our reach, secure our financial sustainability, and fulfil our vision of being a global leader in caring.

This plan will also help us be a great employer with excellent employee engagement, and we will bring our staff and volunteers with us on this journey of transformation.



Pillar 1

Grow the outcomes-based population health model for last phase of life

The first pillar of our strategic plan is to develop an outcomes-based population health model for people in north east Essex in their last phase of life. This will be linked to the NHS triple aim: better population health and wellbeing; safe and quality services; and more effective use of available resources. We will work with our partners across health and social care to deliver integrated, person-centred and high-quality care for people in their last phase of life, while improving population health outcomes and reducing costs.

To achieve the objectives of the first pillar, we will collaborate closely with the North East Essex Health and Wellbeing Alliance, and the Suffolk and North East Essex Integrated Care System (SNEEICS). We will widen the model across the SNEE system to reach a wider population and extend the breadth of the model by including those in the last phase of life. Increasing the power of the model will allow us to identify and address inequalities across the communities we serve and to adopt an aligned public health approach to palliative care.

St Helena aims to foster integrated and person-centred care by aligning our efforts and sharing resources with others. We will actively participate in provider collaboratives, workgroups and forums to ensure seamless coordination and cooperation across the healthcare system. Through these collaborative efforts, St Helena will contribute to the overall improvement of population health outcomes and the delivery of high-quality end of life care in the region.

Some of the examples of what this pillar may involve in practice are:

- Building on our successful SinglePoint service to provide a 24/7 single point of access for all referrals and enquiries related to last phase of life care across north east Essex
- Developing a flexible, comprehensive and personalised intermediate care offer; building on our Virtual Ward that enables us to monitor, care for and support patients at home using remote technology and multidisciplinary teams
- Implementing an improved system-wide shared electronic register (My Care Choices Register), of peoples advance care plans and choices that allows us to seamlessly communicate and coordinate care with other providers
- Establishing a network of compassionate communities that mobilise local community assets and people to support those in their last phase of life and through bereavement
- Participating in research and innovation that advances the evidence and best practice for last phase of life care

The intended benefits of this pillar are:

- Improved outcomes for people in their last phase of life
- Reduced avoidable hospital admissions and emergency department visits
- Secured funding and sustainability for our services



10 outcomes that matter:

- 1 To identify and recognise people in the last 12 months of life
- 2 To inform people thought to be within the last 12 months of life and their families of the likelihood of death within the next 12 months, sensitively and honestly
- 3 To elicit and record people's preferences for care during the last 12 months of life
- 4 To respect people's preferences for care during the last 12 months of their life
- 5 To ensure people's preferences for care are accessible to all parts of the health and social care system/end of life care system
- 6 To treat people at the end of life as individuals, with dignity, compassion and empathy
- 7 To control pain and manage symptoms for people during the last 12 months of life
- 8 To minimise inappropriate, unnecessary and futile medical intervention during the last 12 months of life
- 9 To ensure that people at the end of life have equitable access to flexible 24/7 end of life care services, irrespective of the place of care or the organisation/s providing care
- 10 To provide support to the families and other carers during and after their loved one's end of life



Pillar 2

Embrace technology and digital transformation in all aspects of our work

We will use technology and digital tools to enhance our care delivery, improve our efficiency and effectiveness in all areas of our operations, and reach more people in need. We will invest in innovative solutions that enable us to provide personalised and integrated care across different settings and platforms. We will also use technology and digital channels to communicate better with our patients, families, staff, volunteers, donors and partners.

This pillar plays a vital role in supporting our business and commercial income generation activities, as well as enhancing the effectiveness of our support services. By leveraging innovative digital solutions, we can streamline our operations, optimise resource allocation and improve cost-effectiveness. Technological advancements not only enhance the efficiency of support services but also enable St Helena to explore new avenues for revenue generation and expanded digital engagement with customers, donors, and supporters.

By harnessing the power of technology, we will drive both operational excellence and financial sustainability while ensuring the highest standards of care for those we serve.



6 Using technology and digital tools

Some examples of what this will involve are:

- Improving our use of data and developing sector-leading business intelligence
- Recognising the value of the data we collect as a tool to improve care; generating new insights and identifying opportunities
- Developing digital personalised pathways for patients and families that share information securely and seamlessly across our services and with other health and social care providers
- Embedding automation and introducing machine learning throughout all key support services and business activities
- Further developing online resources and our social media presence to raise awareness of our work, engage with our supporters, and extend our support and information offer

This is how we will measure our success:

- Number of patients receiving personalised digital support
- Productivity improvements achieved by application of technology
- Number of visits to the digital hub
- Number of followers and interactions on social media



Valuing data and insights Digital support

Pillar 3

Be commercially disciplined and enterprising

Through the adoption of commercial discipline and an enterprising ethos, we aim to secure the necessary resources to fulfil our mission and continue providing exceptional care and support to individuals in need. By diversifying income streams (whether from charitable, public or private sources), maximising fundraising potential, managing costs effectively, optimising resources and demonstrating value for money, we will ensure our long-term financial sustainability while maintaining a steadfast commitment to our vision of being a global leader in caring.

This may involve forging partnerships with corporate partners, trusts, foundations and other organisations that share our vision and values. By cultivating these collaborations, we can access additional funding opportunities and expand our financial resources.

Maximising fundraising potential is another crucial element. By leveraging creative fundraising strategies and capitalising on the generosity of donors, we aim to increase our fundraising income. We will build on the success of our retail and lottery operations and continue to invest in these areas.

Cost management and resource optimisation are integral components of this pillar. We will diligently review expenditure patterns, refine procurement processes and enhance asset management practices. This disciplined approach ensures that financial resources are allocated effectively. By optimising costs without compromising the quality of care, we can maximise the impact of our resources and demonstrate value for money.

One key aspect of this pillar is diversifying income streams. We will proactively explore and develop new sources of revenue beyond traditional funding channels.

Furthermore, we recognise the importance of demonstrating accountability and transparency in financial matters. By maintaining a clear and comprehensive financial reporting system, we will build trust and confidence among donors, supporters and the wider community, reinforcing our commitment to responsible financial management.

Some examples of what this will involve are:

- Increasing our awareness, understanding, profile, cost effectiveness and value for money
- Extending our pipeline of commercial opportunities to include new businesses, acquisitions, franchises, partnerships and public sector contracts that fit with our vision and values
- Growing our fundraising, lottery and retail income through new and creative approaches
- Developing new partnerships with other organisations that share our vision and values
- Building a range of flexible funding options for new ventures, acquisitions and growth that allow us to progress ideas quickly and maximise our bandwidth
- Developing a fluid corporate structure so we can utilise different business models for different trading activities



Partnerships



Events



Lottery

This is how we will measure our success:

- Increased brand awareness, engagement and conversion
- Commercial revenue growth and profitability
- Retail, lottery and fundraising income
- Increased cost effectiveness and efficiency of services

Pillar 4

Support our colleagues to grow and thrive as we change

We are committed to supporting our colleagues to not only adapt to change but also to grow and thrive in an ever-evolving environment. Recognising that change can be challenging, we will provide comprehensive support to foster personal and professional development, empower employees and promote their overall wellbeing.

One of the ways we will support our colleagues is by offering ongoing education opportunities. We understand the importance of equipping our staff and volunteers with the knowledge and skills necessary to excel in their roles. In addition to education, we will foster a culture of continuous learning. We encourage our staff and volunteers to engage in professional development activities such as attending conferences and workshops.

Furthermore, we place a strong emphasis on employee wellbeing and work-life balance. We acknowledge the importance of creating a positive and supportive work environment that nurtures the physical, mental and emotional health of our workforce. Initiatives such as wellness programs, flexible work arrangements and employee assistance programmes are in place to support the wellbeing of employees and address their diverse needs. We recognise the emotional burden associated with much of our work and will ensure support is provided, including through clinical supervision.

We also encourage innovation and recognise the potential for creative ideas to drive positive change. The organisation fosters a collaborative culture where employees are empowered to contribute their insights and suggestions for improvement. Additionally, the organisation values effective communication and transparency. We will actively engage with staff and volunteers through regular updates, briefings and feedback channels. By providing clear and open lines of communication, we ensure that employees are informed about

organisational changes, goals and progress. This fosters a sense of belonging, trust and shared purpose, enabling employees to embrace change and contribute to the success of our organisation.

By providing comprehensive support to our colleagues, we not only enable staff and volunteers to navigate change successfully but also empower them to grow, thrive and reach their full potential.

Through training, coaching, mentoring, promoting wellbeing, fostering innovation and maintaining transparent communication channels, we ensure that our staff and volunteers remain resilient, motivated and equipped to deliver exceptional care and support to patients and families. We will create a culture of mutual accountability for delivering better outcomes for patients and families, and better value from the resources available.

Some examples of what this will involve are:

- Implementing an education and development programme based on current and emerging learning needs
- Establishing a digital champions network to support and mentor colleagues to use technology and digital effectively
- Using a staff engagement platform to collect feedback, recognise achievements and celebrate successes
- Developing a leadership development programme that nurtures talent and prepares future leaders





Empowering staff and volunteers to grow, thrive and reach their full potential

Our vision

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