



# MUCH MORE THAN A BUILDING



2018 -2023 Strategy



# Foreword

In Hospice Isle of Man's 35th year, we are delighted to share with you our important new strategy 'Much More Than a Building'. We have spent many months consulting with the public, our staff, our patients and many other stakeholders to collaborate on this new strategy and are absolutely committed to meeting our goals over the next five years and beyond.



Sir Miles Walker, CBE,  
Chairman, Board of Governors



Anne Mills,  
Chief Executive Officer

Our fabulous building has served us so well over the last 10 years and from it we have been able to provide so many of our services through our In-patient Unit, Rebecca House and the Scholl Wellbeing Centre.

Our building will continue to remain at the heart of all that we do, but as we look forward we will be focussed on what people have told us matters to them – meeting the changing social needs of our community. This will involve developing innovative ways of continuing to extend our care beyond the building so that more people have more choice in how they live, and where they receive end of life care when their time comes.

Working in partnership forms an essential part of this strategy and we are enthused and encouraged that our key partners are striving towards a more inclusive and caring society and that they are equally committed to delivering 'the right services in the right place at the right time'.

We want everyone on the Island to be able to receive the same expert holistic care as they would in our building and at the time they need it, so we are committed to keeping access to Hospice services very simple.

We see it as our responsibility to work with key partners to build upon natural resilience, strengthening the development of compassionate community networks of people, carers, volunteers and health care professionals who can all work together ensuring people and their families experience the physical, spiritual, psychological and social care that matters to them.

It is important that as well as being the leaders in delivering palliative and end of life care, we are also the driving force behind the training and support that will enable others to practice good palliative and end of life care across the Island with Hospice influenced care for all who need it.

Of course the care we provide doesn't stop with the patient. Our many drop-in sessions, therapies and psychological support services will continue to be extended to those who matter to the patient. Whether this be an immediate family member, relative, friend or carer, we will be here as long as they need us, making sure they have confidence in moving forward, equipped with skills that will stay with them for life.

We hope you will feel proud to support this strategy, just as we are proud to have become a cherished part of the community over the last 35 years.



Anne Mills, Chief Executive Officer

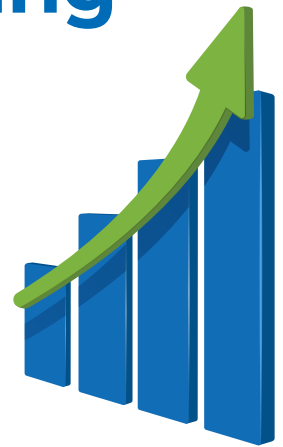


Sir Miles Walker, CBE, Chairman, Board of Governors

# Hospice influenced care - much more than a building

**“The number of people with a need for expert end of life care is likely to increase by 7.6% between now and 2023”**

Isle of Man Government, Department of Economic Affairs



We already know that in 2017 our Hospice referrals increased by 17% on 2016 figures. Added to this, Government figures show that by 2036 our over 65 population on the Isle of Man will have grown by 30%. Our elderly population is living longer.

We will work with you to make sure that we deliver your goals.

We are committed to providing care to anyone on the Island living with a condition that is terminal or life limiting. In order to do this we need to reach out beyond our building and work in partnership with community networks who can help us to provide that care.

Throughout the next five years we believe that anyone experiencing hospice influenced care should be able to say the following:

### What matters to you:

The focus of this strategy is delivering 'hospice influenced care' that is well co-ordinated, flexible and personal to you when you need it, in a setting of your choice.

This means that you might receive your care within our building, at home - wherever you call home, from another health care provider or within a community setting.

Regardless of location we will ensure that our care partners are equipped with the knowledge and skills that will support you to live well, your way, to the end of your life.

We all have a different interpretation of what 'living well' means. For some, living well means staying at home and spending time with family, for others it is about being free from pain.



\*Adapted from the 2017 National Voices Person-centred care report and informed by the people of the Isle of Man.

# Shaping our strategy

To inform our strategy we looked at numerous documents, frameworks and reports.



It was also really important for us to speak to as many people as possible to find out their views. To do this we organised listening events, focus groups and workshops. These events included:

- Listening events with the general public
- Listening events with children and young people
- A multiple-choice carer survey
- Patient diaries
- Workshops and interviews with a range of healthcare professionals
- Focus groups with care home residents, their families and staff
- Focus groups with Hospice staff
- Focus groups with Hospice volunteers

These engagement workshops were inspired by the founder of the Hospice Movement, Dame Cicely Saunders, who is quoted as saying:

*“You matter because you are you, and you matter to the end of your life”*

## We asked the public:

- what they knew about Hospice
- what would matter to them if they had to use our services
- how they think we can best service the community over the next five years

## We asked healthcare professionals:

- about gaps and issues relating to healthcare over three different time periods
- identify the changes needed

## We asked Hospice staff, volunteers, patients and families:

- what Hospice means to them
- what is going well
- what could be improved

Analysis of the information we collected is ongoing, but the general themes that have emerged have been used as the basis of this strategy.

Well looked after  
 Cared for **care** Choice Access Family  
 Caring Dignity  
 Support  
 Dont' Know Comfort

We have also used the information to inform the Isle of Man Island Plan for Integrated Palliative & End of Life Care 'From Vision to Reality', published in partnership with DHSC & CVO.

# Strategy Overview

## One Purpose

Supporting you to live well, your way,  
to the end of your life

## Three Commitments

Delivering what  
matters to you

Working in  
partnership

Keeping things  
simple

## Five Goals

1

Support  
people to be  
independent

2

Reach more  
people,  
earlier with  
easier access

3

Share, learn  
and educate

4

Drive  
innovation  
for better  
care

5

Be  
sustainable  
and fit for  
the future

# 1

## Support people to be independent



### What you told us:

**What matters to you** is dignity, and that for many of you comes from being able to live independently and stay well for as long as possible.

**We can best serve the Isle of Man** by actively supporting your carers and family members.

### What we will do:

Support more people in the community to deliver 24/7 care to those who need it

Create a range of volunteering opportunities that encourage 'ordinary people' to do extraordinary things

Build the capacity of our communities to be well informed and support each other, enabling them to care for themselves and to remain independent for as long as possible

Champion approaches that support wellbeing and that allow individuals, and those that matter to them, to take responsibility for their own health



“ In 2017 there were approximately 11,500 people on Island who considered themselves to be carers, or to be playing a carer role. ”

### What this will look like:

**“I am treated as a ‘normal’ person and am able to carry on as normal as possible with the freedom to do what makes me happy”** - QEII Student

**“Hospice at Home, when my dad was ill it enabled him to stay at home. They were there all the time, it’s brilliant”** - St Paul’s Church, Foxdale Event

**“You feel you are important, the only one - volunteers help a lot”** - Shoprite Onchan Event

# 2

## Reach more people earlier with easier access



### What you told us:

**What matters to you** is open access to our services, continuity of care and personalised attention that is responsive to your needs.

**We can best serve the Isle of Man** by increasing the awareness of our services and signposting towards resources and processes that enable our professional team to have earlier involvement in your care.

### What we will do:

Ensure many more people are aware of the services we offer, and encourage self-referral so that more people can benefit from our services

Review and develop our services for children and young people, particularly during their transition from children's to adult care

Develop an Integrated Palliative and End of Life Care Service with the flexibility to meet individual needs in a timely manner in a place of your choice



“ Approximately 76% of all deaths on Island might benefit from end of life care, we currently care for around 41%



### What this will look like:

“We are more aware of community services, not just the building. Taking time with good support throughout the whole journey and afterwards” - Shoprite Event

“An area for teenagers who feel too old for Rebecca House, but are scared to be in the adult area” - Ballakermeen Student

“We have a phone line and a support group for friends - looking things up on the internet isn't good enough” - St Paul's Church, Foxdale Event

# 3

## Share, learn & educate



### What you told us:

**What matters to you** is choice, in both where you live and where you die, and having access to our care regardless of where that is, when you need it.

**We can best serve the Isle of Man** by training other health care partners, residential care providers and members of our community so that they are equipped to deliver 'Hospice Influenced Care' in any setting.

### What we will do:

Influence palliative and end of life care training & education through collaboration with others

Use research to gather evidence to make decisions on how we should develop our services

Involve individuals, those who matter to them, and communities as we develop our services

Demonstrate outstanding leadership and inspire others to lead

Create an environment where everyone is included and involved



“Moving knowledge not people”



One of our 'transformation' projects

### What this will look like:

**“Information is given to the family on how the patient is - Communication is so important. It’s about families as much as the patient”** - Shoprite Peel Event

**“As a population we have a real issue talking about death and facing the issue, I think Hospice can help in overcoming that”** - St Paul’s Church, Foxdale Event

**“Stronger partnerships - support people by working in parallel, not taking over, but complementing”** - Tesco Event



# 4

## Drive innovation for better care



### What you told us:

**What matters to you** is the quality and co-ordination of the care you receive.

**We can best serve the Isle of Man** by working with key partners to develop, complement and enhance the experience of the care that is already in place.

### What we will do:

Work with our strategic partners to deliver an Island Plan for Integrated and Palliative End of Life Care

Collect evidence to demonstrate the positive impact of Hospice on the Island's quality of life

Strengthen our working relationships and increase the number of partnerships with local communities and charities to develop new models of care

Implement our digital programme to support us in delivering better care

Continually improve clinical quality and safety

Provide evidence to support our current quality care and also advances in care



Using technology to minimise patient handling

“ 68% of people who stated ‘home’ as being their preferred place for end of life care achieved this in 2017



### What this will look like:

“Let families experience something they will remember for the rest of their life”  
- Ballakermeen Student

“We have seamless transitions from the different areas, a well integrated system”  
- St Paul's Church, Foxdale Event

“I know how referrals are made - and I can even self-refer” - Shoprite Ramsey Event

# 5

## Be sustainable & fit for the future



### What you told us:

**What matters to you** is knowing we will be here for you when you need us.

**We can best serve the Isle of Man** by ensuring that we have the financial, physical and human resources that will enable us to provide our services for the long-term future.

### What we will do:

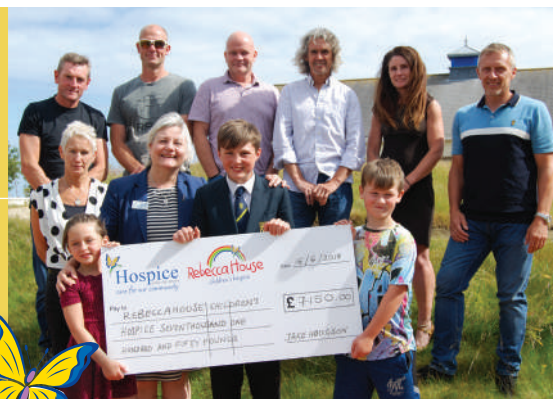
Continue to invest to improve the physical environment for patients and those who matter to them

Manage our finances carefully so that we can provide our services well into the future

Develop and maintain a responsive and flexible workforce equipped to meet the challenges of the future

Build on our reputation for innovation improvement and impact to secure future grant funding

Optimise our partnership working and supporter base in order to generate funds that will ensure we can *always* provide our services



“ It costs around £5M to deliver our services each year ”



### What this will look like:

**“More funding and more care as people are living for longer with illness”**

- Shoprite Onchan Event

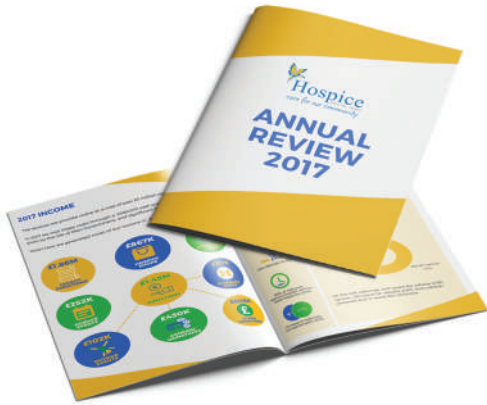
**“A happy, clean environment with professional staff who are knowledgeable”**

- Children & Young People Event

**“I am confident that my donation is being properly used”**

# How we will achieve this

Our strategy will be supported by a five year action plan. Each year we will produce an Annual Business Plan which will focus on measurable outcomes so that we can monitor progress. Our progress will be reported in our Annual Review: [www.hospice.org.im/annualreview](http://www.hospice.org.im/annualreview)



## Values

### Caring

Care when and where it matters

### Working Together

Together we make a difference

### Respect

Treating someone as you would wish to be treated

### Professional

Always delivering high standards



Our values are at the heart of everything we do. They are an important part of how we will deliver our strategy, in partnership with communities, over the next five years, and beyond.

Our staff have worked with volunteers, service users and visitors to finalise the values that will be critical to us going forward.

You can rest assured that our staff will continue to lead the way in weaving our values into everything we do here at the Hospice.

*“It’s the way we do things around here”*

# GET INVOLVED

Together we can really make a difference:

THANK YOU!

Leave a Gift or Legacy  
Help our work live on

Remember us in your will



Visit our coffee shop



Sign up to our newsletter



Attend our events



Shop with us



Volunteer with us



Make a donation



'In memory giving'



Play our lottery



Plan your own event

