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Butterwick  
Hospice Care



# Butterwick Hospice Care

## STRATEGIC PLAN 2019-2024

Debbie Jones, Chief Executive | June 2019



# Overview

For 35 years Butterwick Hospice Care has provided palliative and end of life care to the people of the borough of Stockton, Sedgefield and Durham Dales. It is our intention to ensure that care is available, irrespective of diagnosis or circumstance to all who need it.

Because every moment counts we want to ensure that we can meet our commitment to the community and the people we serve, making every day the best it can be for those with life limiting illness and their families.

Life limiting illnesses are indiscriminate and have no boundaries of age, wealth, or lifestyle and no-one knows when they may impact on their lives or those of a loved one, family member, or friend. At Butterwick Hospice Care we can't cure the disease, whether life limiting or terminal, however we can improve the life of those who have that illness and support them to have the best quality of life possible in the time they have left. To do this we need to ensure we provide outstanding care and extend our reach to meet the increasing demand for our services and ensure our services reflect the diversity of the population we serve.

As a Hospice and registered Charity we strive to improve our services by looking for better models of care, by ensuring our staff have training and support to provide care and services to the best of their ability.

## Butterwick Hospice History



Mary Butterwick OBE

Butterwick Hospice Care was founded by Mary Butterwick OBE. In 1944 aged 19 Mary married John Butterwick and life continued happily until 1979 when he died suddenly aged 54 from cancer. When John was diagnosed Mary was told by hospital staff to go home and try and forget her husband as there was nothing she could do for him. Instead Mary sat down and planned a house where dying people and their families could go to be cared for, with a kind word and home-cooked meal.

Mary decided to sell her own home and set her sights on buying a three storey Victorian semi in Hartburn Lane. The John Butterwick Day centre opened in 1984. Since then the Hospice has moved premises twice, with its current Stockton home a purpose build Hospice which opened on 22nd July 1997. As well as the Butterwick Hospice our Children's hospice is a dedicated facility specifically for young people up to 25 years. At our Bishop Auckland site we provide day care, hospice at home and other services to communities across the Durham Dales and Sedgefield.

In 2002, Mary's tireless devotion to the care of the terminally ill earned her an OBE. Mary passed away aged 91 in Butterwick Hospice Stockton.



Butterwick family

Today Butterwick Hospice has strong ties with the Butterwick family and Mary's granddaughter Karen and grandson Stephen along with their partners are four of our Ambassadors.

## Why a five year plan?

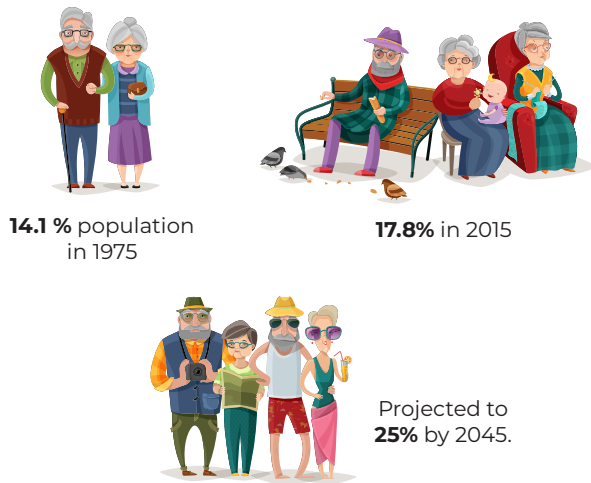
Over the past year we have reviewed our internal policies and procedures, our governance arrangements. We are working towards a more transparent working environment to enable our funders and supporters to rebuild trust in us.

We are caring for the same number of patients as in previous years, while maintaining a steady income. The retail, lottery, and fundraising teams are working to rebuild confidence in the community and ensure management of costs and transparency.

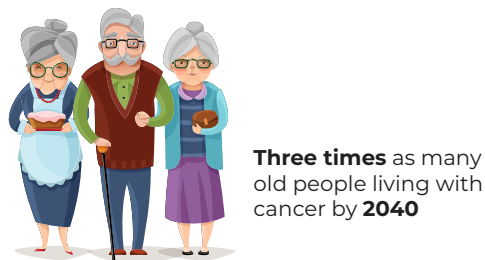
We are committed to providing comfort, support and specialist care for our patients and their loved ones for generations to come, delivering the vision of our founder Mary Butterwick. However the population of the borough of Stockton, Sedgefield and Durham Dale is ageing and facing increasingly complex medical conditions. Despite this people with a diagnosis other than cancer are currently underrepresented in hospice care referrals.

Changing demographics show the UK population grew to an estimated 66 million in 2017 (ref), an increase of just under 400 000 people since mid-2016<sup>1</sup>.

### Aged population growth (65 years old)



The percentage of the population that is 65 years or older is growing; increasing from 14.1% to 17.8% between 1975 and 2015. It is projected to continue to grow to nearly a quarter of the population by 2045<sup>1</sup>, there will be as many people in their 80s as those in their 20s by 2033<sup>1</sup> The national population of over 75s is projected to increase to 7.2m by 2033, and over 90s to 1.2m.

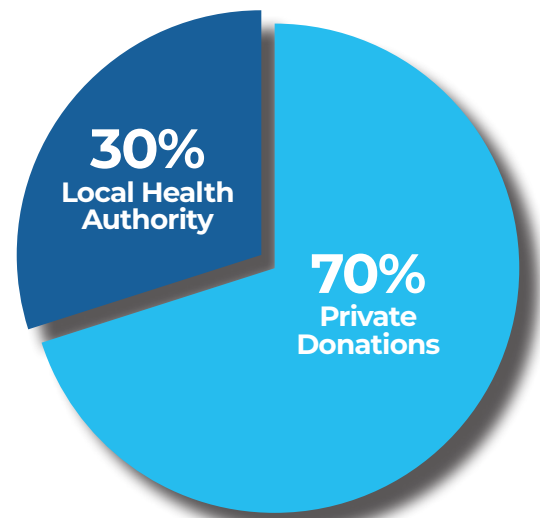


An estimated 2.5 million people are currently living with cancer in the UK, rising to 4 million by 2030. More than three times as many older people (aged 65 and over) will be living with cancer by 2040, 1.3 million in 2010 to 4.1 million in 2040

The need to provide integrated health and social care has become very apparent and is driven by a need to provide patient choice regarding a preferred place of care and high quality, safe, sustainable services underpinned by the optimum use of the available resources.

The changing face of health and social care presents many challenges; Butterwick Hospice Care has to ensure it is in a position to respond to these challenges. Continuing to provide high quality, personalised care which is responsive, flexible and meets the expectations of patients, carers, commissioners and other key stakeholders must remain a priority.

### How Butterwick Hospice Care is funded



As a charity with approximately 70% of our income generated by private donation and approximately 30% provided by local health commissioners, it is essential that we secure financial sustainability through the further development of our charity portfolio. A significant amount of work is being undertaken to ensure the hospice continues to provide the very best service to the patients it serves whilst maximising opportunities to work in partnership enabling finances to be directed to the area of most need. This document outlines the five-year strategic plan which will support the service into the next decade.

This strategic plan is not overly prescriptive, as despite our best efforts, one thing we are guaranteed to face in the coming years is more change in the political, economic, social and technical environment, both nationally and locally. As a result, the plan must be flexible enough to cope with such changes. We hope this plan provides a direction of travel, which we are prepared to fine-tune in line with changing circumstances.

**Our Mission Statement**

To improve the quality of life for those who have a life limiting illness, and their families and to offer positive support for every challenge they may encounter during their illness.

To see death as part of life's journey.

**Our Core Values**

Butterwick Hospice Care is proud to work in and with our local community to continue the pioneering work of Mary Butterwick OBE, providing compassionate, dignified care and support where it is needed the most.

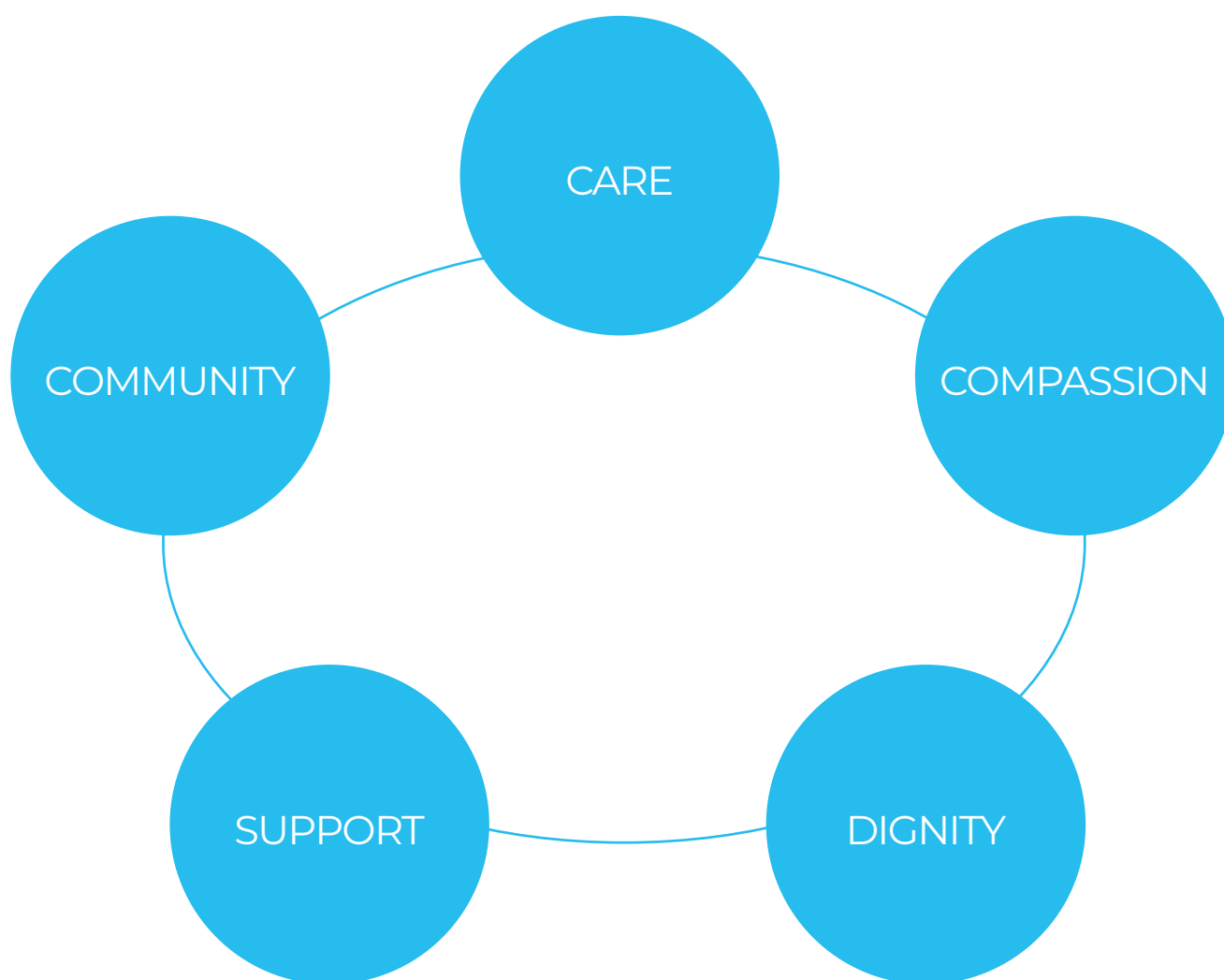
**Butterwick Values**

- Care
- Compassion
- Dignity
- Support
- Community

To be successful we need to live by our core values: be honest and act with integrity, share generosity of spirit, be team players, to show respect and to be caring and responsive to need.

**In terms of values we are:**

- Embedding them into our care pathways and services
- Making them clear so that everyone understands them
- Translating them into specific operating principles, by incorporating them into recruitment and appraisal processes
- Making them part of a code of conduct so that they are endorsed
- Communicating them often
- Leading by example



# Our Services

## 3 Hospices open 24 Hours a day, 365 Days a year, supporting over 2,000 Patients

Our services were inspected by the CQC in 2016 and rated as Good.

Our aim is to make every day the best it can be for every one of our patients and their families; enabling individuals to maintain their dignity and independence, and families to share precious time together during the hardest days imaginable.

We are always looking for ways to improve the quality of care provided to patients and their carers. We have identified several areas of strategic importance which will enable us to provide an improving service. In the next five years we will build upon our strong foundation as a specialist palliative care provider and develop our services further to meet the needs of our patients in their preferred place of care.

If you would like to talk to someone about the services provided by Butterwick Hospice Care please contact us.



**Day Hospice**  
Butterwick Hospice Care includes two day Hospices in Stockton and Bishop Auckland.

**Outreach Centres**  
We provide outreach services, based in community Hospitals in Barnard Castle, Stanhope and Sedgfield.

**Hospices for Adults, Babies, Children & Young People**  
Butterwick Hospice cares for children from birth to adults in its purpose built site in Stockton.

**Hospice Shops**  
Shops are located in Barnard Castle, Billingham, Bishop Auckland, Cockerton, Darlington, Middlesbrough, Norton Stockton, Thornaby and Yarm. Our warehouse is based in Eaglescliffe.



24/7 Hospice at Home service within Bishop Auckland and surrounding areas



8-bedded adult in-patient service at Stockton



Day care services within Stockton, Bishop Auckland, Sedgfield, Barnard Castle and Stanhope



Outpatient services



6 bedded children's in-patient service at Stockton including 2 transition beds



Physiotherapy



Bereavement Support



Complementary Therapies



Creative therapies



Psychological and spiritual support and counselling



Sunflower room

# Developing our Strategic Priorities

## What are the drivers for change?

Whilst we regularly review our clinical practices and services we considered it was time to review not only our current services but our non-clinical practices and potential future services to ensure we are able to meet the changing needs and expectations of patients, carers and commissioners. It is essential that our services are responsive, adaptable and fit for purpose.

We met with staff and listened to the views of patients and carers to ensure we reflected their needs to develop service models that they can take pride in.

From these discussions we have identified five strategic priorities:





## **Priority 1** *Patients - to provide the best quality of care and quality of life for our patients*



To achieve our objectives we will:

1. Review and develop clinical practice to achieve CQC Outstanding.
2. Work in partnership with local health and social care organisations to ensure a streamlined patient pathway, ensuring equity of service and responding to diversity and cultural need.
3. Evaluate inpatient, home and day care and identify development opportunities to better provide current service and reach under represented patients ensuring current service is flexible to meet the changing needs of the local population.
4. Improve multidisciplinary and multi-organisational working and support across teams to strengthen links and drive improvement throughout the patient pathway.
5. Develop centres of excellence for identified services extending the range of provision to meet patient need.



## **Priority 2** *Finance - to have the resources and capacity to meet demand*

To achieve our objectives we will:

1. Consolidate the level of recurrent funding from statutory bodies.
2. Maximise and diversify income generation opportunities and develop a strategy to maximise commercial income exploring new income stream and opportunities.

3. Work with Commissioners to develop funding strategies to reflect complexity of patients to enable service development.
4. Reduce shortfalls and ineffective practices through good management of resources to ensure effective spending.
5. Grow income and reserves while maximising the return on investment and maximising the potential of funds raised.



## **Priority 3** *Workforce - to have the right mix of talent and skills within our workforce*



To achieve our objectives we will:

1. Build on education and training to maximise the capabilities of the team by ensuring they reach their full potential by developing in-house training and sharing resources within the Hospice community.
2. Explore further development of volunteer workforce through clearer role definition, training, support and team development.
3. Develop evidence based education and training, furthering links with local and national Hospices and NHS Trusts.
4. Develop pay and rewards package to reflect development and learning of teams, and to promote succession planning and maximise staff potential.
5. Encourage opportunities to participate in research activities to utilise available tools to maximise departmental and organisational learning.



Building talented teams – we need to retain, train and recruit great talent (staff and volunteers) to achieve our ambitions. This includes:

- Unlocking the passion of volunteers and increasing recruitment to expand overall numbers
- Leadership and management training
- A talent development plan
- Communication training for all supporting services



### **Priority 4** ***Governance - to have the right environment for our patients and employees***



To achieve our objectives we will:

1. Improve data collection, accuracy and use to ensure that all our activities meet our regulatory, legal and operational requirements.
2. Embed research based tools to measure and demonstrate the quality and effectiveness of our care. Measure and improve what matters to patients.
3. Develop and implement robust and effective audit, investigation and evaluation tools that demonstrate safe and effective care delivery, transparency and the ability to demonstrate organisational learning.
4. Explore innovative technology and its application to improve efficiency, reduce duplication and reduce bureaucracy for staff.
5. Develop and enhance sound governance and business practice through the development of our Board and management team and the introduction of revised governance structure.



### **Priority 5** ***Communication – to ensure openness and transparency***



To achieve our objectives we will:

1. Simplify, standardise and improve documentation for all aspects of service from referral through to marketing information, to ensure patients, carers, donors and staff have consistent and timely information sharing key messages.
2. Celebrate success and good practice by linking with the Hospices North East and hospices locally.
3. Increase engagement with local partners, stakeholders and the public to raise awareness of Butterwick Hospice Care and our activities, services and campaigns, and change the perception of hospice care.
4. Develop ways of collecting evidence more effectively and be proactive in seeking feedback on our care and services, enabling us to speak confidently about the positive impact we have.
5. Work with voluntary and private sector organisations to ensure clear pathways with no duplication of services.

# Ways to support Butterwick Hospice Care

Volunteer your time



Make a donation



Take part in an event



Donate goods to sell in our shops



Involve your workplace

Contact us to join in on 01642 628930 or 01388 603003 or take a look at our website [butterwick.org.uk](http://butterwick.org.uk)



Enter our weekly lottery



Enter a challenge event



Become a Business Supporter



Plan a fundraising activity



Consider leaving a gift in your Will

# Making it happen

To meet our priorities and achieve our goals we will need to have effective plans underpinning the strategy, owned and delivered by all.

We will put in place:

- A review of our services to identify how to better provide current service and reach under represented patients ensuring current service can meet the changing needs of the local population, provide a streamlined patient pathway and ensure equity of service, responding to diversity and cultural need.
- A Financial strategy and forecasting to ensure income matches expenditure.
- Departmental business plans to deliver relevant elements of the organisational strategy.
- A communication and marketing strategy to strengthen engagement with the local community and our own teams.
- Effective risk management and governance processes.
- A performance management framework which demonstrates openness and transparency.

This strategy and the supporting plans will be driven by the Board and the senior management team through action plans and regular monitoring. However, the delivery will be through clear departmental objectives and operational plans.

The objectives will be revisited to ensure they continue to reflect the direction of Butterwick and they will be evaluated, and if necessary refined.

## This is where you come in.



Our vision is that people with life limiting illnesses, and those who care for them have free access to the best possible care when they need it, where everyone works together to ensure these people feel supported to live the best quality of life they can.

If we are to achieve the ambitions that we have set out in this Strategic Plan, we cannot do it as individuals. By working together, we can help to ensure that people have the best opportunity to access advice and support, when and where they need it, both now and in the future.

In this document we have set out our strategic priorities. Now we need your help to ensure we can deliver the best outcomes for those in our care.

## How you can help

If you want to help us achieve our aims, here are some ways you can:

### Give us your views

Get involved in the planning and evaluation of services by giving us ideas on improvement and developments.

### Volunteer

We couldn't provide our care and support without volunteers. With many roles available across all areas of our work opportunities are various and plentiful to suit all interests and experiences. Please talk to us.

### Fundraise

Our ability to care for the patients and families we meet each year is largely dependent on the support we receive from our community. However you choose to support us, we'll be with you every step of the way.

### Join our Lottery

Join our monthly lottery draw and provide vital funds for the organisation whilst giving yourself the opportunity to win a range of prizes.

### Become a Corporate Sponsor or Supporter

Encourage your employer to support our hospice by becoming a sponsor or supporter or organise workplace fundraising on our behalf.

### Support our shops

We're always in need of high quality donations to our shops.



Butterwick Hospice Care is proud to work in and with our local community to continue the pioneering work of Mary Butterwick OBE, providing compassionate, dignified care and support where it is needed the most.

We are fully aware that we can only continue to deliver our services due to the kind generosity of our local community.

## Thank you



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[www.butterwick.org.uk](http://www.butterwick.org.uk)



Butterwick  
Hospice Care

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