



**St Peter's
Hospice**

Strategic Plan 2021 - 2024

**Sustainable and resilient services for
everyone when and where it matters most**

Introduction

Having sustained our core services through the pandemic thus far, our strategic plan for the next three years points the way forward for a sustainable and resilient future for everyone – our patients and their loved ones, our staff, volunteers, stakeholders, supporters and donors.

This strategic plan provides a dynamic and responsive framework for the way forward, pointing the way, rather than setting out a detailed plan. We will articulate supporting plans for patient services, sustainability and resilience, people, technology and support. These plans will be dynamic and will develop

as we work to be an integrated part of the local health and care system. We will be ambitious in leading the development of palliative and end-of-life care services in collaboration with health and care partners.

Our patients, families, carers and communities will be at the heart of everything we do. We will deliver the best quality services we can within resources, whilst reaching out across all of our local communities.

At all times we will aim to retain our strategic balance - the head of a business, on the heart of a charity, with the soul of a hospice.



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Ambition

Our ambition is to support people to live well until the end of life.

Purpose

Our purpose is to give adults in our communities the support, comfort and dignity they need at the end of their life.

Values

Our values are an expression of what we believe in and how we behave as an organisation:

- **Excellence**
To strive to be the best we can, listen, learn and innovate.
- **Compassion**
To show understanding and care in everything that we do.
- **Respect**
To value everyone and embrace the value of our differences.
- **Passion**
To be proud of our work and the impact we have.
- **Collaboration**
To work as one team - built on shared goals and effective relationships.



Our Three Strategic Intentions

1 Be the best we can be

To do this, we will:

- Learn lessons from the pandemic, be responsive and strive to keep improving.
- Strengthen our commitment to well-being, inclusion, equality, diversity and environment.
- Develop our colleagues, leaders, managers, teams and partners.
- Grow our distinctive reputation as an icon of Bristol.
- Maximise the use of volunteers to enrich our services.

2 Be sustainable and resilient

To do this, we will:

- Sustain the ethos of our holistic care, whilst balancing affordability, productivity and protection of the environment.
- Build a diverse, innovative and sustainable funding portfolio.
- Develop the case for improved statutory funding.
- Ensure our cost base matches our income.
- Manage our cash, reserves and investments well.

3 Build collaborative services that reach all communities

To do this, we will:

- Provide great community and inpatient care, every day, for everyone.
- As leaders of end-of-life-care, build strong relationships with the NHS commissioners, acute trusts and community health providers.
- Work collaboratively with partners to integrate our services with the model of locality-based integrated care partnerships.
- Provide collaborative, flexible and responsive services.
- Share our expertise, role model best practice and educate colleagues.