



**Kirkwood**  
The Hospice for Kirklees

# Let That Moment Be Now

## Kirkwood Hospice Strategic Plan 2015 - 2018





**In hospice life we don't always  
get a second chance to get things  
right for a patient, so we have to  
'let that moment be now'.**



## Let that moment be now...

For almost thirty years, we have provided outstanding care for the people of Kirklees. In the future, more and more people will rely on our services. This document is a statement of the intentions of Kirkwood Hospice to address the needs of local people in the next three years and beyond.

Thirty years ago, a cook was busy preparing a meal for a patient in the kitchens of a local hospice. It was late in the evening, long after the other patients had eaten.

The patient whose meal she was preparing had not been feeling well enough for food that day. When the cook was told that the patient was feeling a little better and would like something to eat, she made a special effort to find out what his favourite meal was.

Without giving it a second thought, the cook had put her apron back on, found the right ingredients and gone about preparing a special meal for the patient.

When asked why she was going so far out of her way to prepare the dish for a single person, the cook replied: "In hospice life we don't always get a second chance to get things right for a patient, so we have to 'let that moment be now'."

At Kirkwood Hospice, our purpose is to care for people whose needs are both immediate and complex and the focus is on their quality of life. When a patient comes into contact with the Hospice, we may only have one chance to get it right.

Over the next three years, we are determined to reach more of the people in our community who are in need of hospice services. We are determined to increase our resources to ensure that we are able to meet the extra demand, both now and in the future. And we are determined to ensure that every single patient we care for is given the best care and the opportunity to live the best quality of life they can in the time they have left.

Those in our care may not get another chance, so we must act now and get it right first time.

As a community, we must come together to meet these challenges. As highlighted in the story, we must 'let that moment be now'.



## We are Kirkwood - caring in Kirklees

No one ever knows when they might be diagnosed with a life limiting illness. These illnesses are indiscriminate, affecting people from all walks of life, whether young or old, rich or poor. Being diagnosed with a life limiting illness can have a devastating impact on the individual, their family and their friends.

Whilst we cannot cure the disease, we can help to improve the lives of people with life limiting illnesses. Whether at our Dalton based Hospice, in a person's home or out in the community, we make sure that patients have the opportunity to live the best quality of life possible and can make the most of the time they have left.

As a hospice and registered charity, we constantly strive to improve our service by researching better ways to care for our patients. We invest in training our staff to deliver the very best quality care and we work closely with health and social care professionals across Kirklees to ensure that we understand how best to provide our vital services.

We provide our services free of charge for the people of Kirklees, focussing on quality care, not just at the end of someone's life.

As a provider of specialist palliative and end of life care, we have a specific vision of the future. Our vision is a world where:

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**People with life limiting illnesses, and those who care for them, have free access to the best possible care when they need it**

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**Everyone works together to ensure these people feel supported to live the best quality of life they can**

In this document, we set out our Strategic Priorities for 2015-2018 and provide information about how we intend to provide better outcomes for all that rely on our support.



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**Every year, roughly 3,800 people in Kirklees will die. We provide care to 1 in 6 of these people**



# Our Strategic Priorities

This is a period of significant uncertainty in the healthcare landscape, with changes in clinical commissioning, funding and social care all having an impact on the way our services are funded.

As an independent hospice, Kirkwood must respond positively to these challenges to ensure that we continue to not only maintain our services and provide the best possible care, but to provide more care and reach more people who could access hospice services.

In order to achieve these aims, we have thought carefully as an organisation about the things that truly matter. We involved staff, volunteers and service users in developing our vision and values. The results form the basis for the Strategic Plan, which will ensure that our patients and their loved ones are always at the heart of everything we do.

The Strategic Plan 2015-2018 enables us to set our priorities for the next three years, laying out a framework which will enable us to achieve these objectives.

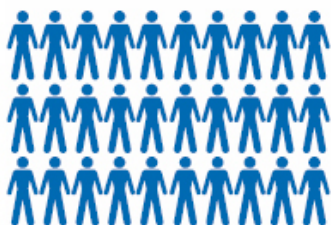
## Our Priorities

**A** To provide the best quality of care and quality of life for our patients

**B** To extend our reach

**C** To develop resources and use them wisely

In achieving our vision we will work to our values, we will be respectful and inclusive; passionate and determined; open and honest; kind and compassionate; forward thinking; and strive for quality and excellence in everything we do.



**1,000**

The number of patients Kirkwood was involved in the care of in 2014



**6,500**

Number of patient contacts made by our Palliative Care Team in 2014



**1 IN 6**

We had clinical contact with 1 in 6 of all the people that died in Kirklees in 2014





**I don't know where you get all these people from really, people that care so much. They really mean it, you can just tell. They are so dedicated.**

Hospice in-patient Jack discussing the care he received during his stay at Kirkwood.



# Providing the best quality of care and quality of life for our patients

Our priority is not simply to continue providing outstanding care for people with complex palliative needs, but to be ambitious in our service delivery to ensure we deliver the highest quality of care we can, based on what matters to both patients and their families.

To drive improvement, we will develop ways to collect evidence more effectively,

allowing us to speak with confidence about the positive impact of our care.

Striving to achieve the highest standards will ensure our supporters remain committed, that our partners feel inspired to improve and to invest more together in future, and that our local communities receive the best possible care, when and where they need it.



-  Strategic Priority
-  Goals



# Key goals in delivering Strategic Priority A

## Driving improvement across all service areas in a way that enhances the care delivered

As an organisation, we are committed to collecting and acting on feedback from patients, relatives and friends.

We will invest in equipment and resources which enable us to collect and analyse how people accessing our services feel about our standards of care. We will gather personal accounts from patients wishing to tell their story, refine our use of questionnaires and satisfaction surveys and report our findings to our partners and stakeholders. This will ensure that we constantly strive to improve and show we are flexible around the changing needs of our community.

## Demonstrating the contribution of Hospice Care to our 'community'

We will proactively promote our services through a variety of media channels, sharing the experiences of patients and relatives to increase awareness of the services we provide. We will continue to balance this promotion with the need to protect patients and their families at a time where they may feel vulnerable.

We will develop our facilities to encourage members of the public to visit the Hospice and to engage with us, allowing them to discover more about our vital work.

We will search out new ways to promote the message of Hospice care and will ensure that we continue to find ways to demonstrate the value of our service.



**In a 2014 snapshot survey, 95% of service users rated the quality of care from Kirkwood as outstanding or excellent**



**Our Family Care team see 50 people each week, caring for patients, their families and friends**

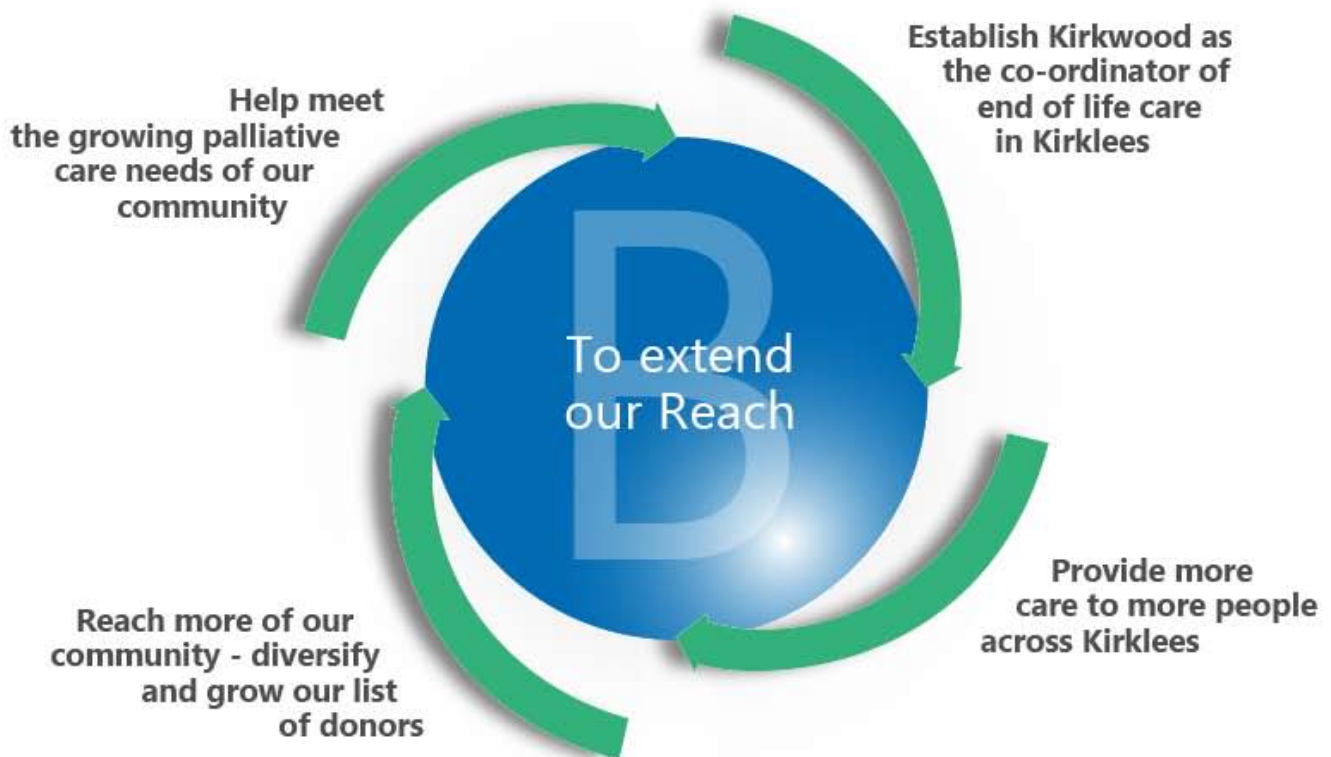
# Extending Our Reach

Our priority is to reach more people with the services that we provide, to reduce the gap between those who need support and those who receive it and to help meet the ever growing demands for palliative and end of life care in Kirklees.

There are a number of misconceptions about hospice care, one being a widely held belief that they are only places where people go to die.

In order to extend our reach, we must also change the perception of hospice care within the community and establish Kirkwood Hospice as the leading end of life care specialist in Kirklees.

Our ethos is about creating an outstanding model of care, which is not confined to the Hospice building, but is available across our community - when and where it is needed. We will focus on four goals to ensure we achieve our aim.



**Strategic Priority**

**Goals**



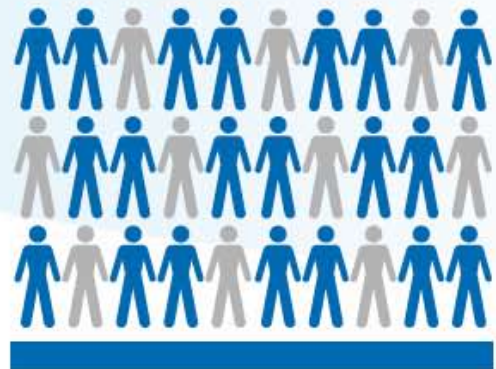
# Key goals in delivering Strategic Priority B

## Providing more care to more people across Kirklees

Around 3,800 people die in Kirklees every year, with a third of these accessing specialist palliative care before they die.

We currently care for around 1,000 people every year. However, each year we estimate that between 600 and 700 people do not access the right care and support before they die - a gap of around 35%.

With our services increasingly in demand, our priority is to reach more people and to reduce the gap between those who need support and those who receive it. We will also address the inequity in the services we provide to different parts of our community.



**There is currently a 35% gap between those that could access our services and those that do. We intend to close this gap**

## Reaching more of our community - diversifying and growing our list of donors

In order to grow voluntary income we will find new ways of engaging with our community and invest in the right skills to engage with new supporters.

Our priorities are to offer a broader range of events for the community to be involved in, to devise new and exciting ways to support the Hospice and to offer greater variation in the way donors can choose to support us.



# Developing resources and using them wisely

To reach more people and continually improve the quality of care that we deliver, we need to increase our resources in a number of key areas and find more effective ways of generating funds.

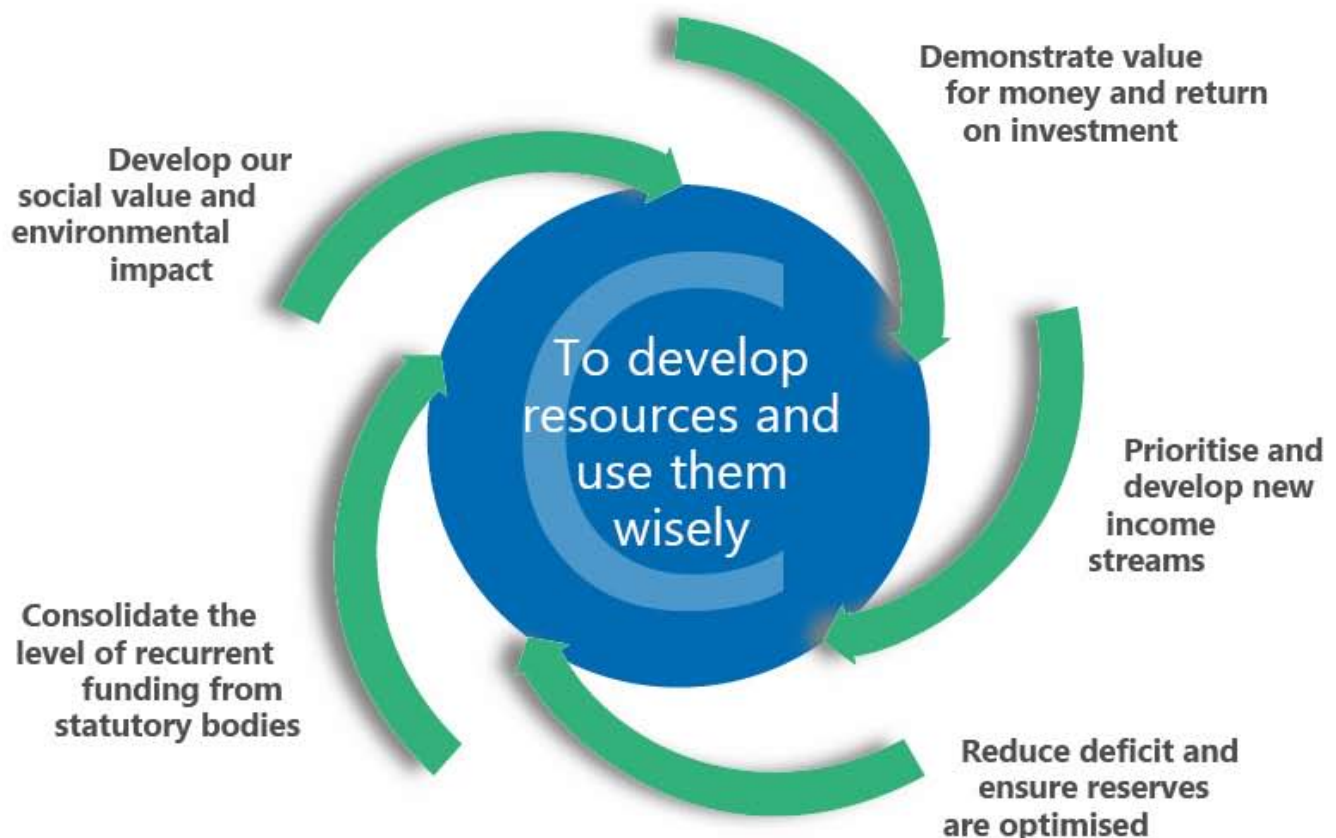
As a registered charity, it is also vital that we are as efficient as possible to ensure that more of the funds we generate go directly into caring for people and their families.

We must demonstrate that we have delivered the biggest impact we can from

the funds donated by supporters, local businesses and the general public.

As the complexity of patient care increases, we must develop resources and specialist skills to maximise the benefit in patient management, whether for patients, carers or in teaching other healthcare professionals.

In order to develop resources more effectively, we have identified five key goals which will enable us to improve the service we provide across the organisation.



**Strategic Priority**

**Goals**



# Key goals in delivering Strategic Priority C

## Increasing the level of regular funding from statutory bodies

Current figures show that, on average, UK hospices receive approximately 35% of their annual running costs from government bodies such as the Department of Health and local Clinical Commissioning Groups.

Between 2004 and 2014, on average, just 20% of Kirkwood Hospice's annual running costs were met by funding from government bodies.

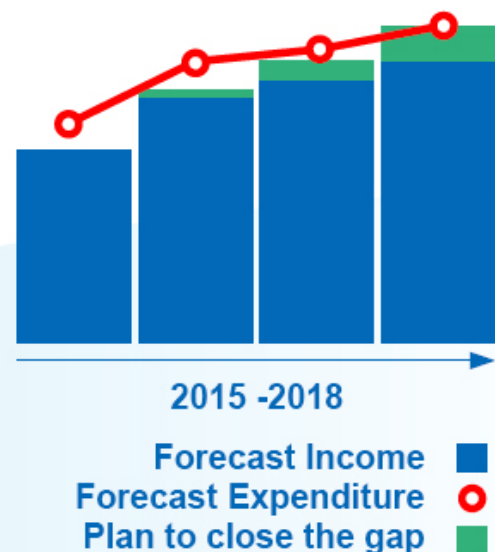
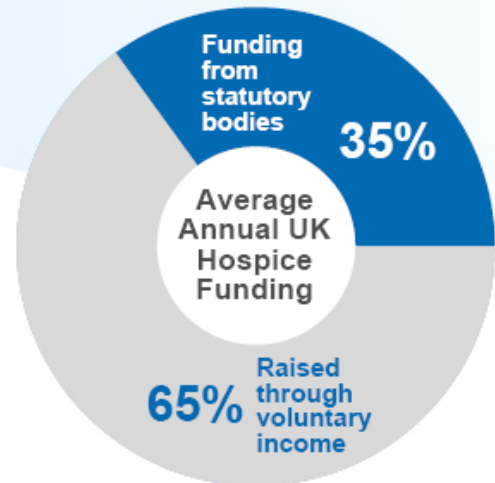
We will continue to work with commissioning groups at a local level to make the case for an increased funding contribution - which has seen improvement toward the average in recent years - whilst developing and implementing new and innovative ways to provide care for the people of Kirklees.

## Developing growth in income to help meet the needs of people in Kirklees, now and in the future

In order to meet the ever-increasing demand for our services and to maintain and improve the quality of care, we must invest in fundraising, placing an emphasis on increasing return on investment.

To close the the gap, we will grow income over the next three years through investment in fundraising and will look at ways to reduce the cost of providing our services.

We will increase income while constantly monitoring return on investment, ensuring we maximise the potential of the resources we use to raise funds.



## Making It Happen

There are a number of areas of organisational capability that are crucial in achieving the three key priorities set out in this document.

To achieve our goals, Kirkwood must develop these parts of the organisation.

## The Workforce

Kirkwood Hospice attracts highly skilled staff and volunteers, who are passionate about the services we provide. However, it is inevitable that, over time, these individuals will move on or retire. The services we offer will also change to address the palliative care needs of the future. As an organisation, we must be prepared for this.

Within the next three years, we will define the workforce that we will need in the future and take steps to introduce the required roles and structures.

## IT & Communications

The future success of Kirkwood will depend heavily on our ability to develop a new approach to technology and the way we communicate with people.

Communicating the impact of what we do and engaging with those that need our services is vital in ensuring we continue to receive support from our community.

People now communicate across multiple platforms. To reach our audience we must be clearer in our message.

Technology will play an important role in our future, enhancing the way we care for people and how we interact across the entire organisation. We must ensure we implement new technology prudently to fully exploit these improvements.

We must do this whilst demonstrating our ability to deliver the biggest impact from funds donated by supporters, local businesses and the general public.



**Our Community Palliative Care Team employed extra Clinical Nurse Specialists in Summer 2015 to meet increased demand after taking over the caseload of patients in North Kirklees**



**Over 51%** of users now access [kirkwoodhospice.co.uk](http://kirkwoodhospice.co.uk) via a mobile or tablet device\*

**Once updated, our website will be both mobile and tablet scalable, delivering a more accessible, user-friendly experience**

\*figure based on Google Analytics data taken between Mar 30 - Jun 29 2015



Technology will play an important role in our future, enhancing the way we care for people and how we interact across the entire organisation. We must ensure we implement new technology prudently to fully exploit these improvements.



## Partnerships

To achieve our long-term goals, we must continue to work closely with our partners and forge lasting relationships within our community. We need to take our time in identifying important partnerships and engage with them on a more formal basis to find new and better ways of working together going forward.



**Kirkwood's Palliative Care Team are working with Calderdale & Huddersfield NHS Foundation Trust in 2015-16, helping Doctors and Nurses to improve their knowledge, skills and confidence when communicating with palliative care patients**

## Buildings & Equipment

The services delivered by the Hospice constantly evolve. Over the life of this plan, we will constantly review the appropriateness of the premises and of the equipment that we utilise, putting plans in place to ensure that all areas of the organisation are fit for purpose, effective and safe.

## Training, Education & Organisational Development

The services we deliver may require different skills in the future. We will continue to develop competent staff and volunteers at all levels, creating a flexible, receptive and innovative workforce ready to meet palliative care needs of the future.

We will also continue to invest in the development of our leaders, who will be key in driving change and improvement across the Hospice and ensuring we achieve our objectives.

We will continue to provide outstanding education programmes to develop knowledge of Palliative and End of Life Care across the local community. Whilst doing this, we will establish Kirkwood Hospice's values and behaviours across the healthcare system.



**Over the past two years, Kirkwood has provided Communication Skills in Palliative & End of Life Care training to over 120 Yorkshire Ambulance Service employees**





**People come to us for help at one of the most difficult times in their life. That is the reason we are here. It is why we needed to update and modernise these facilities; to provide the best possible care for the people that need them.**

Chief Executive Michael Crowther, speaking on the importance of ensuring that Kirkwood is equipped for the future at the official opening of the redeveloped In-Patient Unit.

## This is where you come in...

Kirkwood Hospice has been helping people from across Kirklees since 1987. In the past 28 years we have provided care for more than 20,000 people, their relatives and friends.

The entire history of Kirkwood revolves around compassion, commitment and desire to help as many people in our community as possible.

Our vision is a world where people with life-limiting illnesses, and those who care for them, have free access to the best possible care when they need it. A world 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 alone.

To reach more people and continually improve the quality of care that we deliver we need to maintain strong partnerships with many different partners and form new and lasting relationships with individuals and organisations across our community.

By working together, we can help to ensure that people across Kirklees 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 for 2015-2018. Now we need your help to ensure we can deliver the best outcomes for those in our care.

Find out more about our Strategic Priorities at: [www.kirkwoodhospice.co.uk/priorities](http://www.kirkwoodhospice.co.uk/priorities)



**6,500**

Patient Contacts made by Kirkwood's Palliative Care Team in 2014



**£5.6m**

Money needed to maintain Kirkwood's services in 2015/16



**14,020**

Number of unique donors who gave to Kirkwood in 2014/15



The walk is about acknowledging what an amazing job Kirkwood Hospice does. A lot of people walking tonight saw Emma when she was really poorly and they wanted to play their part in remembering her.

Jeff and his team joined over 1,000 walkers from across the community at the 2014 Midnight Memory Walk, in tribute to his wife Emma.







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