



# Clinical Strategy: Our Vision and Values Strategy 2023-2025



The Prince & Princess  
of Wales Hospice



# Welcome

We are delighted to present our new Vision and Values: Strategy for 2023-2025. This two-year strategy picks up many of the threads identified in previous strategies and offers a fresh perspective on others.

The last three years have presented us with both new challenges and new opportunities. We are proud of the way we were able to respond quickly and flexibly to support our patients, families, carers, and our wider community throughout this time. We are delighted with the new partnerships and collaborations we have made and are committed to continuing to expand our joint working to better meet the needs of our patients, families, carers, and the communities they live within.

G Sherwood. F Wylie

Gillian Sherwood,  
Joint Director of Clinical Services

Fiona Wylie,  
Joint Director of Clinical Services



# Our Mission

Our aim is to bring 21st century Hospice care to the people of Glasgow.

We will provide high-quality, person-centred care for all those affected by life limiting conditions living both within the South of Glasgow, and East Renfrewshire.

We want the Hospice building within Bellahouston Park to be a hub for our surrounding community. We believe that inviting the community into the building will help dispel the myths that surround palliative and end-of-life care and empower communities to tackle death, dying, and bereavement where they live and work.



# Our Core Values

Our core values are the foundation building blocks for our vision of future care:

- *Care and compassion for patients and families*
- *Dignity and Respect*
- *Fairness and Integrity*
- *Feeling valued as part of the Hospice community through the hospice*
- *Striving for excellence*

# Developing the Strategy

COVID-19 has been the biggest challenge the health and social care system has faced in living memory.

In the absence of a Scotland-wide Palliative and End of Life Care Strategy, and with the Health and Social Care Partnerships developing their own strategic plans within the constraints of significant budget cuts, it is important we retain and build upon the knowledge, skills, and experience we have gained during the pandemic. Our new Strategy requires us to be aspirational and creative, whilst being realistic, and ensuring the hospice remains a sustainable service provider.

A variety of documents and papers have helped guide our approach, including *Every Story's Ending*, (SPPC, 2021) and *The Future of Hospice Care in Scotland*, (Hospice UK, 2021) and the *NHS Recovery Plan, 2021-2026*. Through our extensive reading of these and other documents and in collaboration with partners we were able to identify five common priority areas that would set the future direction of travel for the Hospice (see below).

We are committed to working in partnership with our patients, families, and carers, our staff and volunteers, and our external partners to develop a strategy which is meaningful, collaborative, and which benefits everyone.

We held 5 well-attended workshops through the summer of 2022, which were delivered both face to face and online. Participants included staff and volunteers, members of the PPWH Board of Trustees and many of our external partners. Focus groups with patients, families, and carers were also held. In addition, we developed an online questionnaire which allowed anyone who was unable to attend the workshops to have their say about the future hospice strategy. During these workshops, we received over 400 ideas and suggestions on how we could realise our ambitions in each of our five priority areas. Our teams will carefully consider all these suggestions and will ensure that the voices of our community are at the heart of everything we do when developing our Strategic Action Plans.

According to a recent Hospice UK report into the future of hospice care in Scotland, an estimated 10,000 more people in Scotland will need palliative care by 2040 – a 14% increase. Similarly, the number of people expected to die at home with increasingly complex care needs is expected to increase. This Strategy demonstrates ways that we can help address this increasing need in a person-centered and sustainable way.

# Our Priority Areas



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# Supporting patients, families and carers

*Aim: To grow and support people's confidence, skills, and knowledge to be equal partners in care.*

We want to support patients, their families and carers to be partners in their own care. People need information, knowledge, and support to allow them to be as well as they can be. We will maintain and expand our partnership working with local and national organisations to help accomplish this. We want people to achieve their preferred place of care and death because they have the support of the community and services around them to do this.



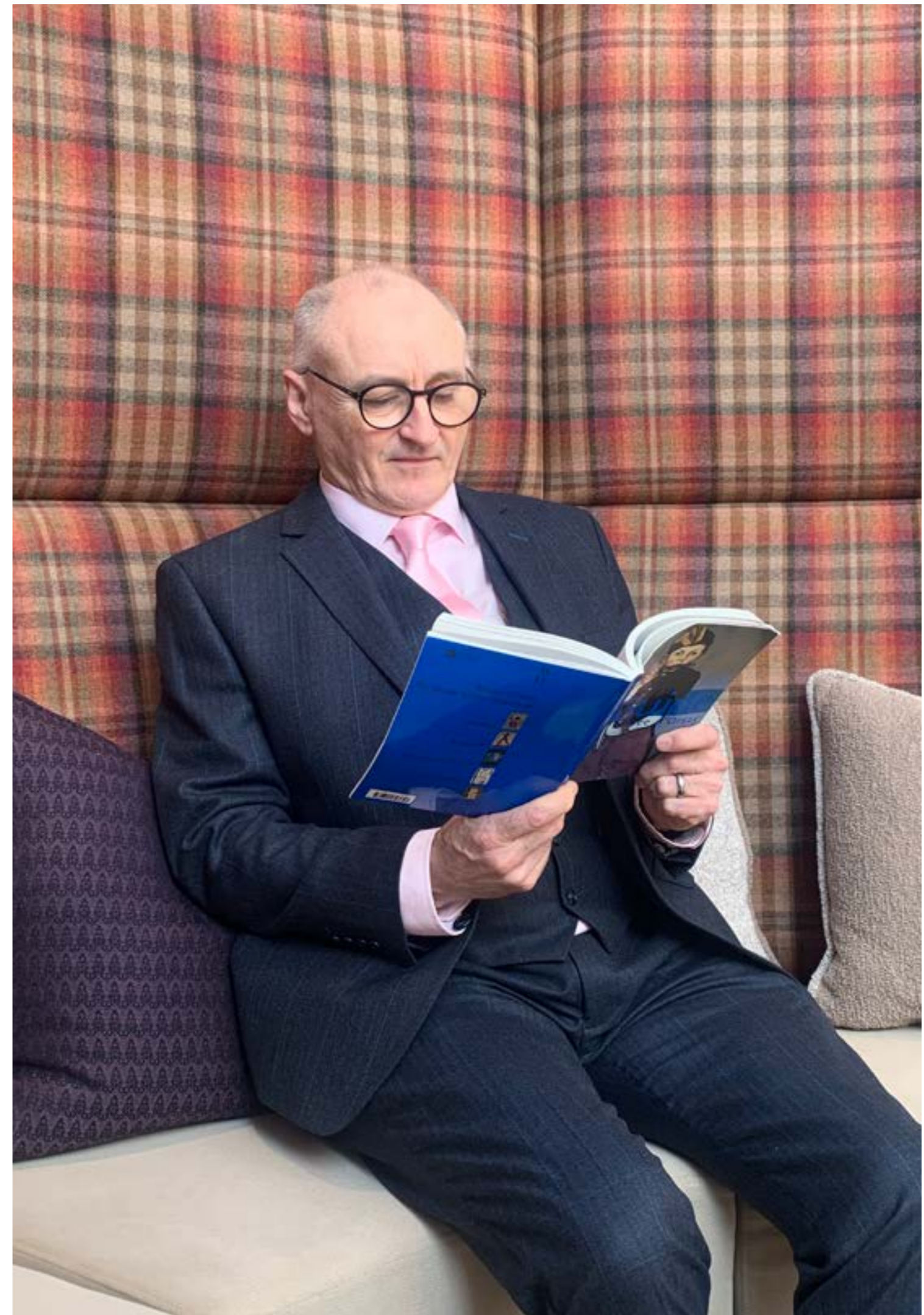


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# Tackling inequalities

*Aim: To reduce health inequalities around death and dying.*

The people who have suffered greatest during the pandemic are mainly those who previously had poor health. Addressing some of these deep-seated inequalities for palliative patients and those at the end of life is essential. Our overall aim is to expand the number of projects which support the most isolated and least connected to benefit from hospices services and positively influence their wellbeing.





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# Empowering Communities

*Aim: Develop and deliver our services in collaboration with patients, families and our partners.*

Expanding our partnership working with other key providers will serve to strengthen the person-centred care and choices that we can develop and sustainably deliver to people. These collaborations will allow us to draw on the different skills and expertise. We will work to create a decision or a service that works for everyone.





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# Digital Change

*Aim: To support staff, patients, families, carers, and the community to make the best use of available digital technologies.*

It is key that we optimise the rapid change in the use of technology in order that technology can be used in the most effective way to support people. This is not to replace the face-to-face support which is the bedrock of what we provide, but to enhance and empower people to live as fully and as well as possible.

This helps ensure that those at most need of expert advice and symptom control are seen by the right people at the right time and that their preferences of care and death are fully communicated to those who need to know. However, we must ensure that increasing digital pathways does not further increase inequalities.





# Resilience

*Aim: To support the health and social care sector to develop and enhance their skills and resilience.*

To support the work in our priority areas, it is imperative that we explore the resilience of our own workforce, and staff within the wider health and social care sector. Remodelling services and working far more collaboratively with our external partners will be required to support growing needs. This offers great opportunities for innovative work, with local services being supported by a well informed and compassionate community.



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# Achieving our aims

## Lead

We will maintain a leading position in the delivery of equitable palliative and bereavement care for all those affected by life-limiting conditions.

- The Tackling Inequalities Award: Supported by PwC Foundation was awarded to the Young Adult Services team in November 2022 for our work with young adults in transition. The multiple and varied ways we support young adults, and their carers means that the hospice can lead the way for young adult services in Scotland. Our diverse and comprehensive service will expand to include day and overnight building-based respite services, building on the models tested and improved upon through working in partnership with those individuals utilising our services.
- The way in which we match individuals with the differing supports across our services will be further developed to ensure the right people, are seen at the right time, by the most appropriate services.
- How we inform our communities of all that is available within the hospice will change as we further open our services and building to the community to help demystifying what a hospice does. People will be encouraged to self-refer to our services to further expand our reach.
- Our Community Engagement Officer will launch a new Community Engagement Strategy to support our communities to reform and shape our services. All of the above will be inclusive of supporting our staff, and volunteers to enhance their skills and resilience.

# Lead

- Our commitment to research will be further expanded to the areas where the hospice offers a unique opportunity to advance knowledge and evidence for the wider health and social care workforce.
- The hospice models for family support will embed our successful Peer Mentoring project alongside a blended approach to providing bereavement support, counselling, and spiritual care via individual and group support in a planned/unplanned basis. The provision of services will be delivered using specialist professional support as well as trained and supervised volunteers
- The Living Well Hub will continue to lead in reducing social isolation for those living with a life limiting condition and at the end of life.
- We will work with partners to expand the reach of Living Well Hub Interventional Clinic.
- Ensuring our Community Team is responsive to those with the greatest need is important for expanding the service. We will explore how we can diversify the range of our services to meet people's needs. This will allow us to continue to be responsive to carers needs and will help support individuals to achieve their preferred place of care and death, through advice, education, and support.

# Learn

We will continue to develop our national and international research and knowledge sharing.

- Our education department will continue to explore opportunities, working in partnership, to enrich the knowledge, skills, and resilience of those working across health and social care.
- By taking a Public Health Approach to community engagement and development, we will develop our Community Education programme. We will scope and deliver a range of community-based education.
- In developing our Young Adult Service further, we will explore the development of a Learning Hub, housed in the Living Well Hub to reduce the barriers for Young Adults accessing Further Education.
- We will expand our opportunities for student placements.
- We will look at different ways to enlarge the palliative care research base by working with our academic partners more cohesively in the areas where Palliative Care Research is lacking.

# Collaborate

We will continue to develop and deliver our services and working in collaboration with other organisations and always in partnership with our patients, families, and carers.

- The hospice is continually cultivating opportunities for collaborative working. Two new strategies will emerge from our original Together as One Participation Strategy as we mature through the experience of implementing this.
- A new Hospice Experience Strategy will work alongside a new Community Engagement Strategy to build on our achievements and direct our commitment to improving the public health of our communities through collaboration and engagement.
- We will continue to increase the opportunities we have already embedded, to grow our partnership working across the health and social care sector. We will continually question the different ways we can adapt our services to work with others in our support patients, families, carers, living with a life limiting condition within our community.

# Transform

We will explore how we will use available digital technologies to support patients, families, and carers, staff and volunteers, and the wider community to facilitate and record conversations about end-of-life care. This will assist us to design systems which can effectively capture information on experiences, helping us to benchmark our services and inform future developments across palliative and end-of-life care provision in Scotland and beyond.

- Learning from our experience during the pandemic, we will further expand our digital capability throughout our departments. This will include:
  - The expansion of our virtual communities of practice
  - Being involved in research exploring digital means to provide patient, families, and carers
  - Implementing a full Digital Strategy for Clinical Services to allow data analysis to be at our finger-tips to inform local and national innovations and learning.
  - Enhance our access and use of e-health systems to assist the continuity of patient care
  - To contribute to the development of evidence-based digital interventions with our research collaborators
  - To support patients, families, and carers to access online opportunities to help tackle digital inequalities that people face.



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2023-2025



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