



Strategy

2024 – 2027

Compassionate Care for Every Patient, Every Family, Every Time

Anne
Hospice
Nurse

"I consider it a real privilege to be part of this amazing team of staff and volunteers."





**Karen
Warden**

Chair of
Trustees

The Board of Trustees see our “Compassionate Care For Every Patient, Every Family, Every Time” as an ambitious but realistic view of what needs to be achieved over the next 3 years, and we are confident that it clearly lays the groundwork to enable us to support every family that needs us at the most vulnerable time in their lives

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A message from our CEO

I am delighted to present our strategic vision for the future of Pilgrims Hospices in the continued delivery of hospice care across east Kent. Guided by our unwavering commitment to compassion, dignity, and excellence, this three-year strategy encapsulates our dedication to enhancing the access and quality of life for those facing life-limiting illnesses. Rooted in our core values, this strategy charts a course for innovation, collaboration, and the delivery of unparalleled patient and family-centred care. Together, we will not only navigate the ever evolving landscape of health and social care across east Kent, but also continue to be a beacon of solace, support, and comfort for those entrusted to our care. As we take decisive steps forward, I am confident that our collective efforts will deliver further improvements in excellence to our hospice care services, both in our inpatient units and community settings, making a lasting impact on the lives we touch.

Thank you for your continued support in all that we do.

Helen Bennett



Our mission

To make a difference in the lives of individuals in east Kent who are facing the last year of life

At Pilgrims Hospices we have a simple vision:

“Of a community where people with a life limiting illness and their family and friends are supported and empowered to live well in mind and body until the very last moment of their life.”



Our care

Provide open, compassionate care and expertise for patients and their families; both in the community and in our in-patient units. We will continue this support for families through their bereavement.



Our patients

Advise, educate and enable patients and their families so they can make informed choices and participate in planning their own care.



Our network

Form strategic partnerships throughout our community; sharing our research, knowledge and expertise to enable others to play their part in supporting families where and when they need it.

About us

The areas we support

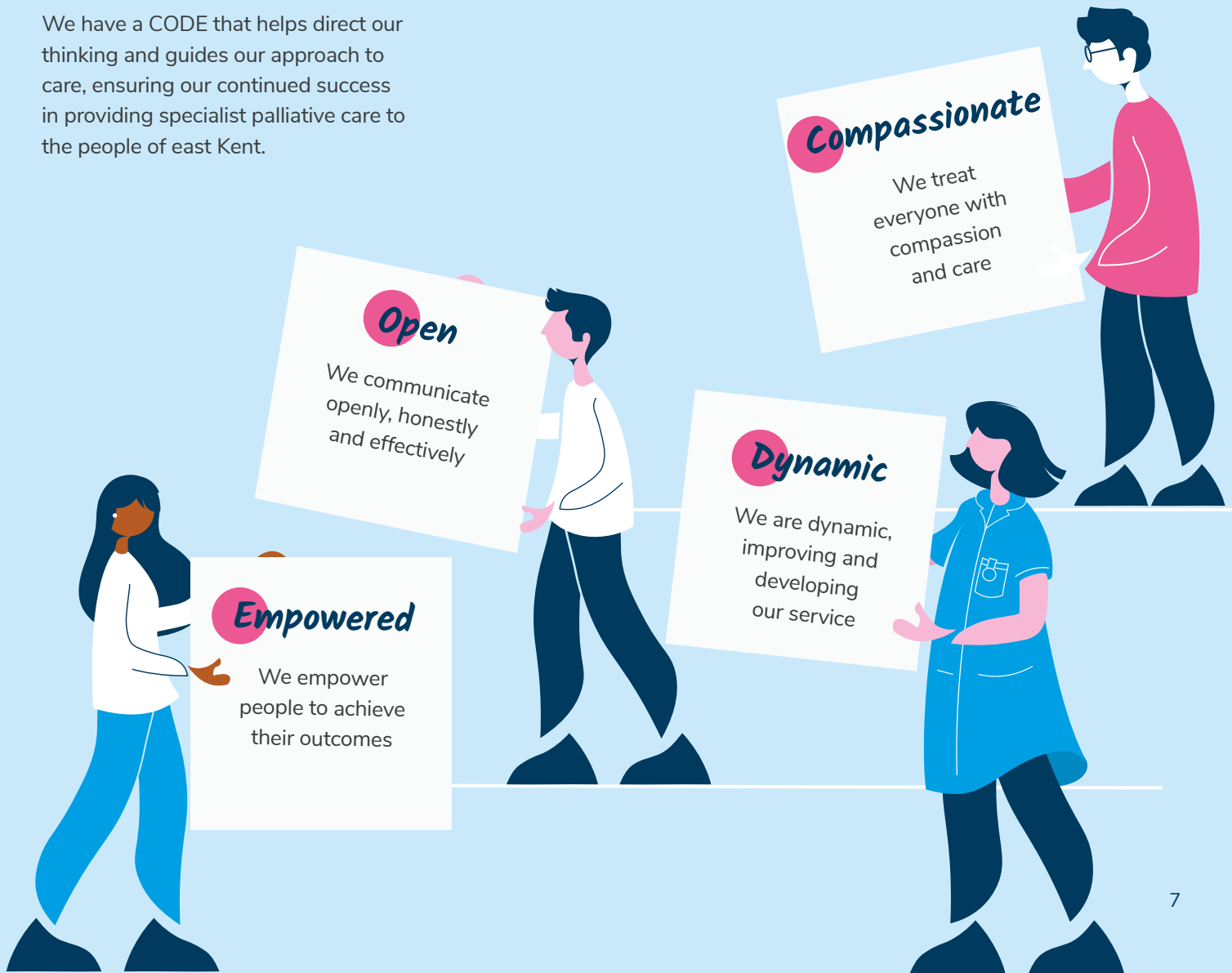


80% of our work takes place in our local communities. This map shows the areas covered by our Hospice Community Teams. It also shows the locations of Pilgrims Hospices sites which offer an Inpatient unit, Therapy Centre and our Ann Robertson, Education and Training facility based at Canterbury

Our code

We want the values and behaviours we have as a charity to become far more apparent because they underpin the work we do.

We have a CODE that helps direct our thinking and guides our approach to care, ensuring our continued success in providing specialist palliative care to the people of east Kent.



Our Stakeholders

At the heart of our strategy are the patients, families and communities we support, those who refer patients to us (our clinical partners), those who help us to deliver our work (our system partners), our supporters and our staff and volunteers – collectively they make everything we do possible.

From forums to feedback to phone calls, our stakeholders have helped to shape our strategy. We're so passionate about involving the people we're here to support, who work as part of our team or partner with us, that one of our strategic goals is centred around co-creation.

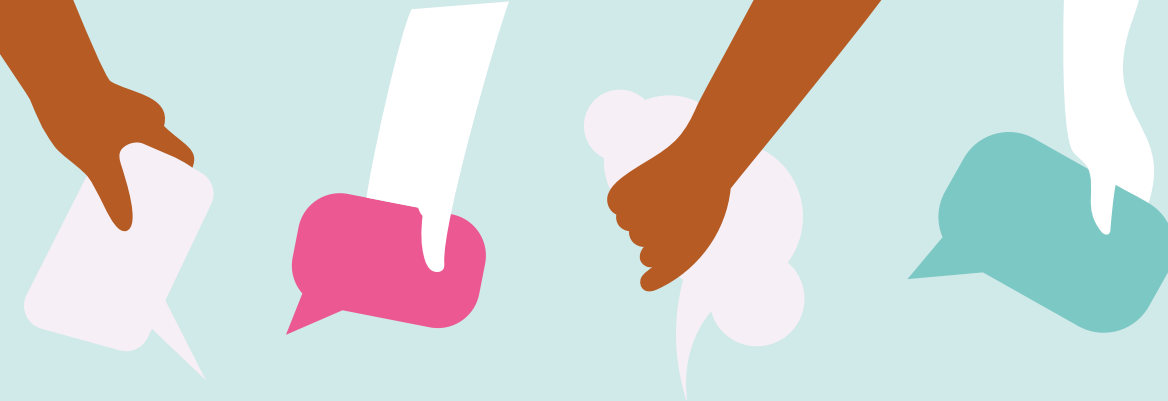
Sharing with us what they feel a hospice should be, what their needs are and how we can work with them has been central to building a strategy that puts the different groups of people we work with front and centre.

At each stage of developing this strategy, what they have said to us, the statements below, have been core to our planning and decision making. And these shall remain at the forefront of our work as we move to implementing our strategic plans.

The families we support

Words cannot describe the unending diligence, the care and attention received 24 hours per day. In my humble opinion Pilgrims Hospice is the finest place in the world due to the staff, and the volunteers. I salute you all and thank you from the bottom of my heart

The hospice carers were like angels coming to my Mum's house. They calmed her, they listened to me – they were simply wonderful



What our Doctors and medical professionals who work with say

I know the real value Pilgrims Hospices brings to families who are able to access hospice care 24/7

Other hospices and healthcare settings who provide similar services

I feel Pilgrims Hospices is an active part of the health and social-care system

I see Pilgrims Hospices providing excellence leadership in the Kent & Medway hospice community

Our donors, fundraisers, local companies, and Trustees

I feel inspired to do something to help these patients and families in east Kent

I know exactly where my money goes and the difference I make

Our staff and volunteers

I'm so happy as I have never experienced the delivery of such high standard of care. I'm taken aback at how much the patient is at the centre of all Pilgrims do and how everyone goes above and beyond

Pilgrims story so far

2023-2024



Pilgrims supported
4,130 patients



It costs over
£17.2 million
to run our services



Pilgrims received
2,098 referrals



1.6 million
donated
items sold



1,150+
Pilgrims volunteers



34,000
patient meals
prepared and served



80
nursing students
trained in palliative care



100
medical students
trained in palliative care

Four Strategic Goals

To help us successfully deliver the vision we have set out

① Prioritise

the patient and put
their family at the
centre of all we do



② Maximise

our influence and reach



③ Grow

our income to
sustain our work



④ Drive

excellence and
innovation through a
dynamic workforce



Prioritise

Put the patient and their family at the centre of all we do

We pride ourselves in putting the patient and the family at the centre of all we do, delivering the care they need, when and where they need it. This includes ensuring equal access to care for all who need us and early identification of those that may need our compassionate and expert care.

Being dynamic is one of our values, but to realise our goals we must be ambitious. We can always do better, and we must continue to strive to be outstanding. Whether that's ensuring the highest levels of safety in the care we provide, developing our services, working in partnership and collaboration with others, listening to and learning from the patients and families we support, or using data and insight to underpin decision making.

Key Initiatives

- ✓ Implement our Think Talk Act Strategy across east Kent.
- ✓ Develop our grief support services for families and caregivers known and not known to Pilgrims.
- ✓ Develop our community services and work collaboratively with our partners in health and social care to ensure a co-ordinated and appropriate response to those in need.
- ✓ Developing our data collection and reporting to enable implementation of evidenced-based practices to enhance the effectiveness of hospice services and secure funding.
- ✓ Develop our estate to maximise the comfort and delivery of our services.

Aims

Be known as leaders in end-of-life care across Kent and Medway, delivering commissioned services by 2027.

Significantly expand our bereavement support services for any adult living in east Kent affected by grief.

Ensure high-quality, innovative, compassionate, and personalised care for patients facing life-limiting illnesses, through early identification of those at the end of life and advance care planning.

By 2027 we will reduce inappropriate hospital admissions by more effective system working across the community.

Increase awareness and accessibility of hospice services with our communities.

We will have environments that support the continued delivery of modern hospice care.



Maximise

Maximise our influence and reach

Our strategy is ambitious, it needs to be. But we recognise that we're a part of a very big system and we can't do what we need to alone; we need to work with partners who share our vision. We need to ensure that the people that our charity was created for are aware of our support and know how to access it when they need it. We know that without being intensely focussed on this, we can't reach the many families that need us, but are not yet accessing our services.

Engaging and educating our broad range of Stakeholders will be critical in delivering our vision and mission. We need to reach all who need us, support us, work with us by developing how we communicate our impact on those we care for.

We want to inspire the public and supporters to believe passionately, like us, that hospice care change lives.

Key Initiatives

- ✓ Understanding the impact of our brand and developing clear messages tailored to our diverse groups of stakeholders.
- ✓ Developing messages at regional and national level to increase sustainable funding opportunities and an understanding of the value of hospice services.
- ✓ Designing and implementing palliative and end of life care services that reflect the needs of our communities.
- ✓ Advocate for policies that support end-of-life care and address barriers to accessing hospice services.

Aims

Increased awareness and accessibility of hospice services nationally, regionally and within our local communities.

Greater engagement with diverse populations that address cultural and societal needs.

Conduct community education programs to dispel myths and misconceptions about hospice care.

Increased our donor base that financially supports delivery of our services.



Grow our income to sustain our work



As a charity, a core part of what we do is raising money; without the incredible support of our donors, supporters and statutory funding partners we simply could not deliver our holistic services.

A core part of our strategy is therefore ensuring we have a sustainable funding model by diversifying our income streams and building on the partnerships that provide us with statutory funding. To do this successfully we need to educate our audiences on what a hospice really is; on the high level of care we are providing; on the impact of bereavement on the whole family and how the work we do with bereaved families supports their mental health.

Key Initiatives

- ✓ Work with Commissioners to implement national funding frameworks.
- ✓ Undertaking a diverse range of commercial income generation activities that meet ambitious financial targets.
- ✓ Develop and implement financial strategies in relation to income and expenditure, to ensure the long-term sustainability of hospice services.

Aims

A sustainable balanced budget to secure our future through pursuing:

- Sustainable statutory funding for core and specialist palliative and end of life care services;
- Year on year increases in revenue from fundraising and retail activities;
- Continued collaborative working across Kent and Medway Hospices, ensuring consistent funding and service development with statutory Commissioners.



Drive

Drive excellence and innovation through a dynamic workforce

The expertise, energy and passion of our staff and volunteers are key to realising our purpose. We want to invest in our people and provide them with the opportunity to continually develop their knowledge and skills because we know that this will only further improve the service we provide.

We want to ensure that the people who work and volunteer for us are happy and proud to be part of Pilgrims Hospices and in turn we create new roles and opportunities to deliver innovative hospice care.

We're also committed to equality, diversity and inclusion and want to build a workforce that reflects the areas we serve.

Key Initiatives

- ✓ Developing and recruiting to new innovative roles that will sustain the delivery of high quality clinical services.
- ✓ Invest in our people and provide them with the opportunities to continually develop their skills for the benefit of those we care for.
- ✓ Using technology to support ways of working to increase quality, efficiency and productivity across all services.
- ✓ Implementing new ways of working to maximise the use of our expert resources for the benefit of our communities.
- ✓ Through engagement of our staff and volunteers we will focus on the issues that matter to them, further improving their workplace and supporting their wellbeing.



Aims

A highly skilled diverse workforce that is able to respond to the needs of those we care for and develop skills needed for future hospice care services.

A supportive and empowering work environment that prioritises the wellbeing of both staff and volunteers.

A workforce that embraces change and with the right tools and training that is able to adapt to technological advancements.

Staff and Volunteers who are proud to be part of Pilgrims Hospices.

“I have been blown away by the care,
kindness and comfort I have received.
It is truly exemplary at every level”

Jan
Pilgrims
Patient



Find out more about our work and
other ways you can support us.

Email: eastkent@pilgrimshospices.org

Visit: www.pilgrimshospices.org [f](#) pilgrimshospices [X](#) @PilgrimsHospice

Ashford

Hythe Road, Willesborough,
Ashford, Kent TN24 0NE

Canterbury

56 London Road, Canterbury,
Kent CT2 8JA

Thanet

Ramsgate Road, Margate,
Kent CT9 4AD

