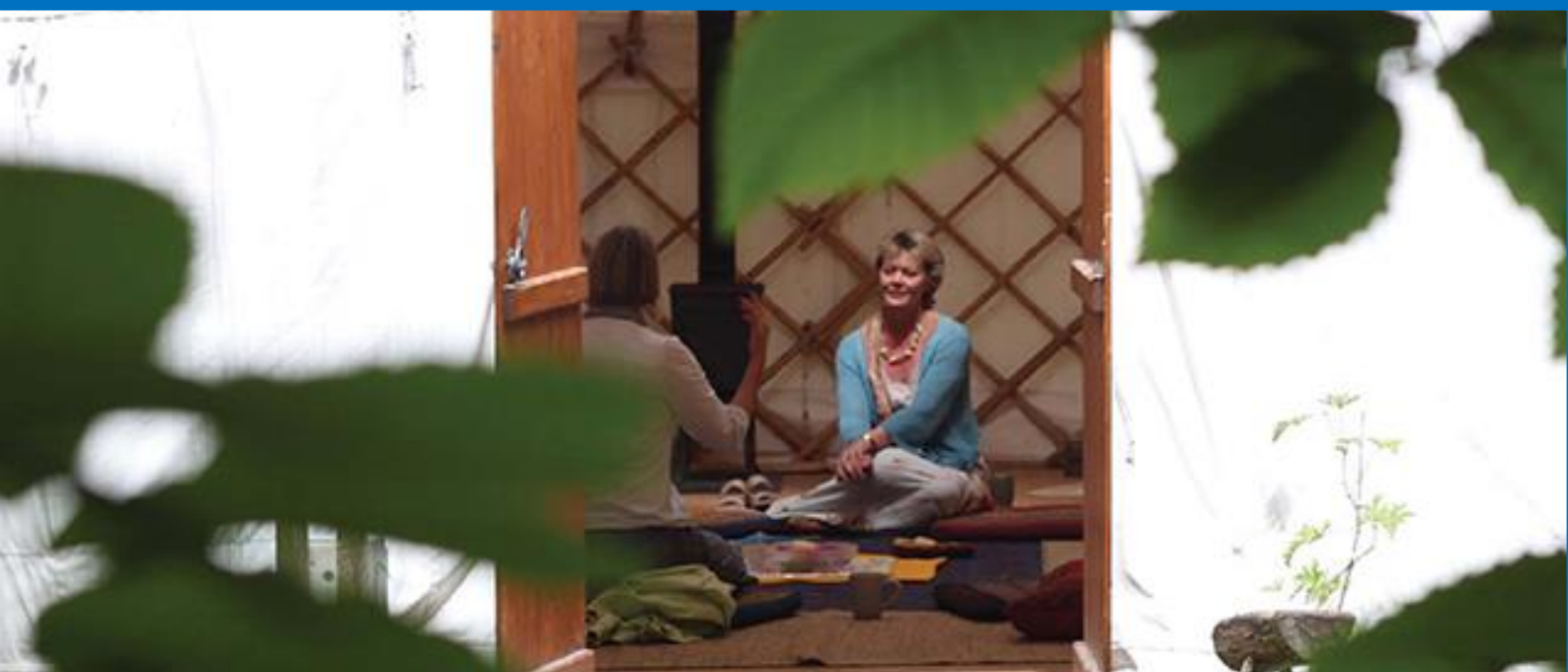


# The Sara Lee Trust

Registered charity 1055048



## Strategic Plan 2017 - 2022



## Welcome

The Sara Lee Trust (SLT) has been caring for local people living with cancer and other life threatening conditions through the provision of psychological support and therapy care for over twenty years. The Trust also supports patients' carers and family members. When the Trust was set up it initially supported patients at the local Hospice (St Michael's Hospice, St Leonards on Sea) but has developed the scope and scale of its services over the last two decades and now provides care across the whole of Hastings and Rother, from established therapy hubs and also, increasingly, in the home. The Trust is the only provider of this combined range of specialised services in the region, and is now the dedicated provider to The Rye, Winchelsea and District Memorial Hospital (Rye Hospital) as well as St Michael's Hospice (STM). The Trust has a team of 16 qualified and experienced practitioners who, on average, support 600 people per year, providing over 4,000 hours of therapy care. It is from this strong foundation that the Trust intends to grow.

The future challenges facing the Trust are considerable. The general level of local need for our essential care and support is exceptionally high and the levels of inequality across Hastings & Rother are stark. The region contains the seven most deprived council wards in East Sussex. The wider challenges facing society as a whole are immense, with prevalence levels of cancer increasing and a rapidly ageing population who have changing needs at the end of their lives. People are also frequently coping with more complex health and social care problems than experienced by previous generations. All this comes at a time when the charity sector, social care providers and the NHS are all facing significant financial pressures.

Our response to these challenges is set out in this five year strategic plan.

We believe we must use our knowledge, expertise and resources to help more people by giving them the individualised care, combined with the support and guidance they need.

We will continue to develop our partnerships with local organisations such as St Michael's Hospice and The Rye, Winchelsea and District Memorial Hospital as well as the relevant statutory bodies for the benefit of patients and potential beneficiaries. We will, with full stakeholder engagement, continue to develop our services to ensure patients' needs are best met. We will provide as many people as we can with high quality, personalised care at home or at one of our therapy hubs.

Given the challenges, our five-year strategic plan is ambitious and stretching. During this period we intend to establish new services; materially increase our level of Counselling and Therapy care; invest in the provision of localised services and also invest in our organisational infrastructure and capabilities so that we can deliver further care and support, both directly and indirectly.

To deliver these plans, we will continue to rely on the generosity of our supporters, both donors and volunteers, to whom we are immensely grateful.

We would like to thank everyone who has helped shape this strategic plan and we look forward to working with you into the future to make it a reality.

Chairman

Chief Executive

## How we developed our strategy

To arrive at this ambitious plan we listened to many different groups and voices. We heard directly from people living with a life threatening illness, their family members and carers about their experiences. We asked what life is like for them and what care and support they want to help them through difficult times. Our Service User Group has been actively engaged in shaping our plans.

Our team and volunteers shared their experiences, and we met with many others from outside the organisation to discuss how, together, we can improve care and support for people living with a life threatening illness, their family members and carers. We also evaluated local and national qualitative and quantitative information sources to ensure that our plans for the future are underpinned with robust evidence (e.g. Public Health Statistics, East Sussex Joint Needs and Assets Assessments). We are grateful for the generosity with which people shared their stories, thoughts and ideas, and hope they feel this plan adequately reflects their input.

### **Our Vision**

A better life for people living with cancer and other life threatening illnesses, their carers and family members

### **Our Mission**

To improve the lives and wellbeing of people, families and communities who are affected by life threatening illnesses through the provision of expert therapy care and psychological support.

### **Values**

Our organisational values determine how we carry out Our Mission. They guide us and we hold ourselves accountable to them.

### **People first**

Valuing every individual we support. Providing care that is based on the needs of the individual and reaching out to those that need our care.

### **Responsive**

Listening and responding, seeking to improve in everything we do.

### **Partnerships**

Sharing, innovating and partnering.

### **Independent**

Speaking out to improve care and support.

### **Together**

Supporting and valuing each, and every role and contribution

## The challenges

Locally, the level of need for support for people living with life threatening conditions, their family members and carers is far higher than the national average.

The Public Health England 2017 Health Profile for Hastings states that "The health of people in Hastings is generally worse than the England average. Hastings is one of the 20% most deprived districts / unitary authorities in England [...] Life expectancy for both men and women is lower than the England average". It highlights early deaths from cancer as being significantly higher than the national average, and reports significant health inequalities. "Life expectancy is 9.5 years lower for men [...] in the most deprived areas of Hastings than in the least deprived areas."

The East Sussex 2016 Public Health Needs and Assets Report highlights "Hastings borough has significantly poorer overall health than England in terms of life expectancy, general health status, limiting long term illness or disability and mortality from causes considered preventable. Rother has a significantly higher percentage of its population reporting bad or very bad general health and reporting a limiting long-term illness or disability". Hastings and Rother encompasses seven of the most deprived council wards in East Sussex and many are amongst the most deprived in the country. Sidley, Bexhill for example, is in the top 4% according to the English indices of Deprivation 2015, ranked at 1,064 out of 32,844. Its health profile includes statistics such as:

- 55% more deaths than East Sussex averages for over 75 year olds
- Patients with a diagnosis of cancer is 33 per 1000 against a regional average of 20
- Mortality rates from cancer are 45% higher than the regional average

National trends of increasing prevalence rates of cancer, an aging population and increasing multiple and complex needs add to the significant challenges facing the Trust.

**Our belief is that everyone with a life-threatening condition, their family members and carers should get access to care.**

The Trust is committed to the belief that everyone who has a life threatening condition, and their family members and carers, should be able to access high quality personalised psychological support and therapy care. They should be treated with kindness and dignity, with services that respond to their individual needs. The right services should be provided at the right time, and in the right place for the individual.

## Objectives

**1.**

We will reach more people who are living with a life threatening illness, their family members and carers.

**2.**

We will improve the way people living with life threatening conditions across Hastings & Rother are cared for (and their families and carers).

**3.**

We will manage our charity as effectively and efficiently as possible.

**4.**

We will help people as soon as possible when our care and support is needed.

**5.**

We will listen to patients and the wider community and work with key partners to improve care and support wherever it is provided.

**6.**

To deliver our strategic plan, we will focus and invest in four key areas of the charity – our people, our fundraising, our brand and our communications.

## How will we do it?

We will reach more people who are living with a life threatening illness, their family members and carers.

- We will provide specialist psychological and counselling support, complementary therapies and therapeutic group activities of the highest standard to more people each year.
- Increase care provided and patients supported year on year
- Improve access to care, in particular in areas suffering from high health inequalities
- Deliver care more efficiently enabling us to care for more people
  
- We will improve access to and availability of information about our services across Hastings & Rother
- Create a dedicated patient contact and advice line (01424 456 608)
- Provide access information through an increasing number of formats and channels
- Work with an increasing number of local community groups and champions to help improve access to care and remove existing barriers

### **Key Performance Indicators**

- *Increase hours of therapy to 6,000 by 2022*
- *Increase patients supported per year to 1,000 per year by 2022*
- *Develop localised services to ensure equity of access*
- *Increase availability of information including*

*Number of outlets*

*Number of referring social media websites*

*Promotional & awareness events*

*Number of community groups actively engaged in promoting our services*

## We will improve the way people living with life threatening conditions across Hastings & Rother are cared for (and their families and carers)

The Trust is committed to providing high quality care and support. We will use our knowledge and expertise to improve both the services we provide, and that which is provided by other organisations.

- We will invest in the way we evaluate and shape our services
  - Improve and enhance our annual evaluation processes
  - Provide an increasingly flexible model of care based around patient need
  - Learn from others and share best practice
  - Ensure our decision making committees adequately reflect the demographics of those we care for
- We will, with our key partners, increase our role in influencing local and national policy
  - Use our knowledge and expertise to help policy makers better understand the needs of those we support
  - Based on the experience of the people we help, use our knowledge to campaign for improvements in care and support for all
- We will innovate in how we design our services and in the partnerships we form
  - Work in partnership with local people, providers and commissioners to design and deliver innovative services that meet changing needs
  - Form partnerships with a range of organisations to achieve lasting improvements in care provision
- We will develop a specific SLT practitioner learning plan

### Key Performance Indicators

- *Improved user satisfaction rates to 100% by 2022*
- *Increased % of care delivered in the home by 2022*
- *Increased care delivered through Sidley service hub by 2022*
- *Establish SLT practitioner learning plan*

## We will manage our charity as effectively and efficiently as possible.

The Trust is considered to be a highly regarded and well respected charity because of its long term track record of helping people affected by cancer and other life threatening illnesses. It is very important that we respect and repay the trust placed in us by making sure every penny donated to us is spent well.

We will manage our resources to ensure that we achieve the greatest impact for the greatest number of people, keeping our work simple and efficient. We will ensure financial stability and long term viability by, where possible, investing in our capacity to raise funds and ensuring that our reserves policy is met. Initially, we will use our reserves to invest in the major change set out in this strategy.

## We will value our people and support them in doing their jobs well.

Our organisation is built on the expertise, dedication and commitment of our staff and volunteers. We will:

- involve staff and volunteers in embedding our values throughout the charity.
- introduce an annual process of evaluation that includes staff and volunteer feedback
- emphasise the focus on training and development for all team members and supporters

## We will invest in our fundraising to make sure our resources match our ambitions.

We will support our fundraising in a range of ways, including

- investing in the growth of Community Fundraising. This plays an important role in bringing together people who wish to support us, including bereaved friends and relatives
- further develop our Charity Retail operation to ensure its long-term growth and a growing financial surplus donated to the Trust
- research and implement methods of diversifying and growing our income streams



We will transform our brand so that everyone affected by cancer and other life threatening illnesses sees us as relevant to them.

The Sara Lee Trust brand will make it clear that we support people affected by cancer and other life threatening illnesses. Our brand will reflect fully our vision, mission and values, as well as the range of services we offer.

We will invest in expertise and equipment so that we are communicating effectively with everyone involved with the charity.

We will invest in our staff and digital infrastructure to ensure we can communicate effectively with everyone we want to reach, from supporters and volunteers through to people affected by cancer or other life threatening illnesses, their families, friends and carers.

### **Key Performance Indicators**

#### *Valuing people:*

- *Reduced staff turnover*
- *Improved staff satisfaction rates*
- *Increased volunteer support and satisfaction rates*

#### *Fundraising*

- *Number of annual community events*
- *Income from fundraising activity*
- *Number of community based ambassadors*
  
- *Trading surplus donated to the Trust*
- *Return on investment*
- *Other income streams generated*

#### *Brand awareness*

- *Network connectivity*
- *Brand awareness*
- *Information availability*

#### *Communication*

- *Communication tools*
- *Reach*
- *Active engagements*

## Interim action plan 2017 - 18

In order to put our plans into practice, we have developed the following Action Plan as our main priorities for achievement by December 2018

WHAT	LEAD	BY WHEN
We will reach more people who are living with a life threatening illness, their family members and carers.		
<ul style="list-style-type: none"> <li>Develop a Therapy hub in Sidley providing the full range of Trust services</li> </ul>	CEO / LT	SEPT 2017
<ul style="list-style-type: none"> <li>Undertake a full assessment of the need of potential beneficiaries in the Rye area (and surrounds) and develop service plans in partnership with the Rye, Winchelsea and District Memorial Hospital to meet those needs.</li> </ul>	LT / CEO	SEPT 2018
<ul style="list-style-type: none"> <li>Develop a needs-led service development plan for the period 2019 – 2020</li> </ul>	LT / CEO	OCT 2018
<ul style="list-style-type: none"> <li>Maintain and enhance our annual evaluation process to enable a continued quality improvement programme to form part of our ongoing service development plans including:               <ul style="list-style-type: none"> <li>Improved outcome reporting</li> <li>Enhanced cost benefit analysis</li> <li>Development of policies and procedures</li> <li>Review of therapy guidelines and service specifications</li> <li>Review of local and national research, development and guidelines</li> <li>Training and Development needs</li> </ul> </li> </ul>	LT / CEO	Annually starting in 2018

WHAT	LEAD	BY WHEN
<p>We will improve the way people living with life threatening conditions across Hastings &amp; Rother are cared for (and their families and carers)</p>		
<ul style="list-style-type: none"> <li>• Implement the 2016—/17 Trust Service Development Action plan across all existing operations and newly developed services</li> </ul>	LT / CEO	DEC 2018
<ul style="list-style-type: none"> <li>• Establish service development plans for 2018 / – 19 through the 2017 Trust Evaluation process</li> </ul>	LT / CEO	DEC 2017
<ul style="list-style-type: none"> <li>• Patient Information Systems: <ul style="list-style-type: none"> <li>- Develop clinical record and appointment management systems that support the delivery of a shared care record that meets local and national data protection and information governance requirements as well as enabling efficient and effective rota and appointment management</li> <li>- Introduce a community based patient records management system</li> </ul> </li> </ul>	CEO / LT	DEC 2017
<ul style="list-style-type: none"> <li>• Maintain and enhance our annual evaluation process to enable a continued quality improvement programme to form part of our ongoing service development plans including: <ul style="list-style-type: none"> <li>- Improved outcome reporting</li> <li>- Enhanced cost benefit analysis</li> <li>- Development of policies and procedures</li> <li>- Review of therapy guidelines and service specifications</li> <li>- Review of local and national research, development and guidelines</li> <li>- Training and Development needs</li> </ul> </li> </ul>	LT / CEO	Annually starting in 2018

WHAT	LEAD	BY WHEN
<b>We will manage our charity as effectively and efficiently as possible.</b>		
<b>VALUING PEOPLE</b>		
<ul style="list-style-type: none"> <li>• Create Board of Trustees development plan focusing on <ul style="list-style-type: none"> <li>- Adding value</li> <li>- Enabling innovation</li> <li>- Governance</li> <li>- Trust representation</li> <li>- Succession planning</li> </ul> </li> </ul>	Board of Trustees / VPs / DR	DEC 2017
<ul style="list-style-type: none"> <li>• Introduce annual HR review as part of evaluation cycle (including working conditions, pay, training and development etc)</li> </ul>	CEO / Team Leads	OCT 2018
<ul style="list-style-type: none"> <li>• Establish a Volunteer Recruitment Plan based on the principles of valuing people. <ul style="list-style-type: none"> <li>- Providing improved opportunities for training and development</li> <li>- Improved working environment</li> <li>- Recognising and valuing</li> </ul> </li> <li>○ evaluate the need for a Volunteer Co-ordinator</li> <li>○ ensure recruitment, selection, induction, training and development of new volunteers and retention of existing volunteers across the organisation is in line with SLT Policy and Procedure.</li> </ul>	CEO / Team Leads	APR 2018
<ul style="list-style-type: none"> <li>• Establish annual visioning and engagement events open to all stakeholders to contribute to the annual Trust evaluation process</li> </ul>	CEO / Team Leads	SEPT 2018
<ul style="list-style-type: none"> <li>• Continue the review and updating of all Trust Policies and Procedures</li> <li>• produce a prioritised action plan for streamlining and improving existing Policies and Procedures.</li> </ul>	CEO / Trustees / Team Leads	Ongoing
<b>FUNDRAISING</b>		
<ul style="list-style-type: none"> <li>• Develop evidence based Fundraising Development plan to include: Fundraising Focus Group and fast track implementation process for priority</li> </ul>	CEO / FM	MAY 2017 DEC 2018

<p>developments</p> <p>Integrate fundraising aspect within Social Media and Marketing plan to enable maximum reach of Fundraising Plan and related initiatives</p> <p>Relationship management with funders and donors and potential supports</p> <p>Funding opportunities with key partners</p> <p>Support good governance and innovation in Fundraising through membership of the Institute of Fundraising</p>		<p>MAY 2017</p> <p>MAY 2017</p> <p>APR 2018</p> <p>DEC 2017</p>
<p>Trading</p> <ul style="list-style-type: none"> <li>• Introduce a quality improvement programme including <ul style="list-style-type: none"> <li>- Volunteer reviews</li> <li>- Customer feedback</li> </ul> </li> <li>• Assess alternative options for retail outlets at CR and ER (and pop up shops)</li> <li>• Develop performance plans for trading operations to enable increasing ROI and delivery of the following trading KPIs: <p>35K 2017/18</p> <p>40k 2018/19</p> </li> <li>• Introduce the following improvement initiatives: <p>Gift Aid</p> <p>EPOS</p> <p>Complementary Partnerships (e.g. HFS)</p> </li> <li>• Develop community based fundraising , networking and promotions plan and related activity</li> </ul>	<p>CEO / RM</p>	<p>APR 2018</p> <p>OCT 2018</p> <p>MAY 2017</p> <p>APR 2018</p> <p>FEB 2017</p> <p>MAY 2017</p> <p>Oct 2018</p>
<ul style="list-style-type: none"> <li>- Review opportunities for diversifying income streams</li> </ul>	<p>CEO / RM</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>- Develop a priority based investment strategy</li> </ul>	<p>CEO / RM</p>	
<p><b>BRAND AWARENESS</b></p>		

<ul style="list-style-type: none"> <li>Review and improve our promotional materials that includes the need for a corporate identity across the organisation.</li> <li>Develop brand awareness</li> </ul> <p>Improve public reporting through Annual Reports</p> <p>Introduce Trust branded uniforms for all Therapists</p>	CEO / Team Leads	DEC 2017
		MAR 2018
<b>COMMUNICATION</b>		
<ul style="list-style-type: none"> <li>“Delivering the Vision” our 5 year strategy will be made available for all team members and stakeholders and included in our standard induction process</li> </ul>	CEO / Team Leads	MAR 2018
<ul style="list-style-type: none"> <li>Facilitate improved communications by introducing PC access and online communications at each Trust site</li> </ul>	CEO	MAR 2018
<ul style="list-style-type: none"> <li>Internal communication capabilities will be strengthened through the introduction of purpose designed software that will be made available for all Team members and across all Trust operations</li> </ul>	CEO	MAR 2018
<ul style="list-style-type: none"> <li>Set up a system of team briefing throughout the SLT</li> </ul>	CEO	Oct 2017
<ul style="list-style-type: none"> <li>Establish annual visioning and engagement events open to all stakeholders to contribute to the annual Trust evaluation process (*Also see valuing people)</li> </ul>	CEO / Team Leads	April 2018