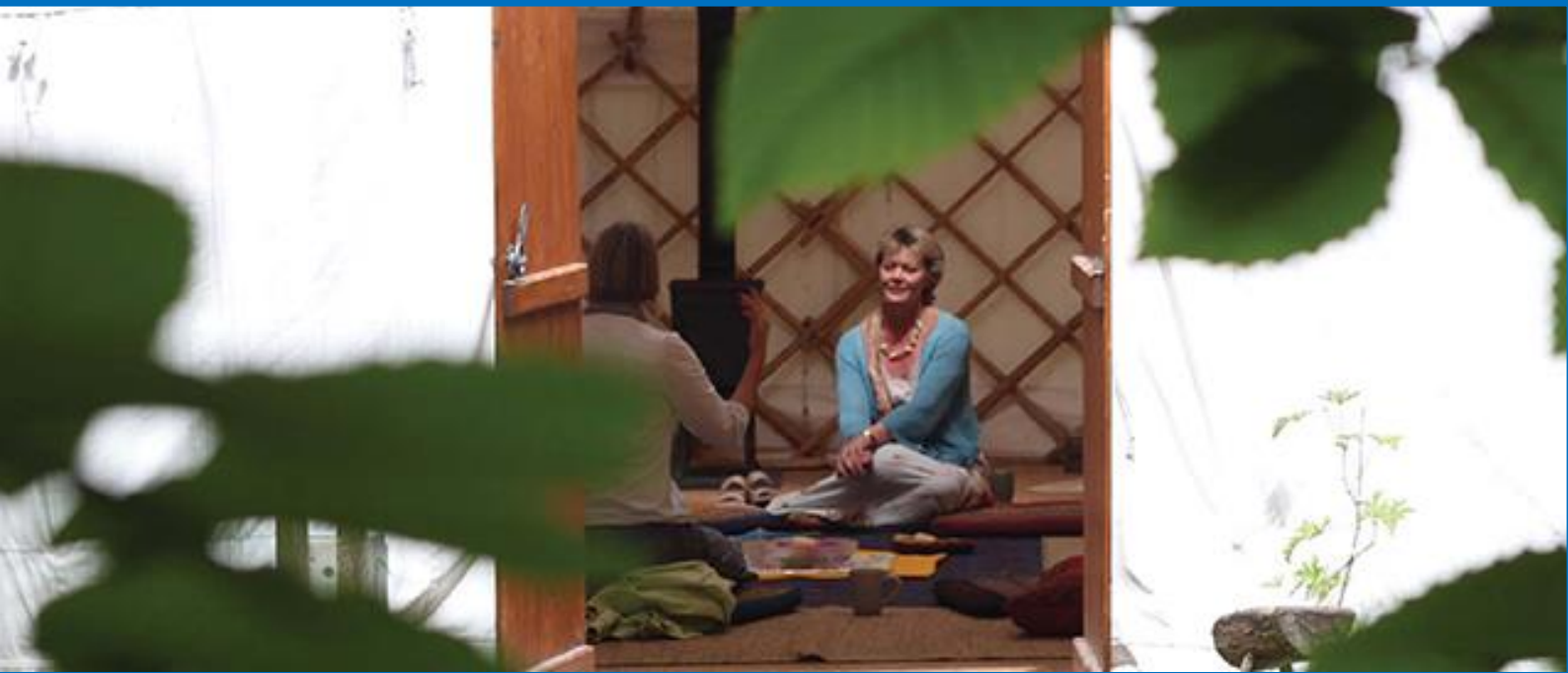


The Sara Lee Trust

Registered charity 1055048



Discussion document Strategic Planning 2023 - 2028



Welcome

For over 25 years we have worked to improve the quality of life for people affected by cancer and other life-threatening illnesses across Hastings and Rother, East Sussex. Our combined experience and expertise has enabled us to develop a range of psychological and counselling support, complementary and group therapies to benefit and support patients, their carers, family members and loved ones. We are the dedicated provider of psychological support and therapy care services for St Michael's Hospice, a 26-bed palliative care centre in St Leonards-on-Sea (for over 25 years) and the Rye, Winchelsea and District Memorial Hospital (since 2007). The Trust is the only provider of these specialised services in the region.

The Trust Team of highly experienced practitioner's support up to 800 people per year with the free counselling, therapy care and group support they need to help them through what is often the most difficult time of their life.

The challenges facing the Trust over the coming years are exceptional. The level of need for our services is extreme. Hastings and Rother have some of the most deprived areas in the country where prevalence rates for cancer are far higher than the national average and many people continue to live with their illness unsupported, resulting in unnecessary suffering and isolation. We need to respond to this need however our ability to do so has been severely impaired by the considerable impacts of the covid pandemic as well as recent changes to the financial, economic and political environment. Safely re-establishing our full range of high quality services and activities to pre-pandemic levels and reaching long term financial stability must now form part of our core plans for the next five years.

Our response to these challenges is set out in this five-year strategic plan. The objectives set out will not be easy to achieve. During this period we intend to re-establish core services; introduce new services and group activities; increase our level of Counselling and Therapy care; invest further in home and community based support – all predicated on the year on year recovery and growth in fundraising income.

We are confident that with your ongoing support we will emerge from this difficult period as a stronger and more sustainable organisation that will be supporting local people in greater numbers for generations to come.

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 *Michael Lear*

Chief Executive *Dan Redsell*

How we are developing our strategy

Our longer term planning processes are driven by our commitment to the objects of the Trust. These are:

Our Vision

A better life for people living with cancer and other life threatening illnesses, their carers, loved ones 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, psychological support and group activities

In addition, our organisational values determine how we carry out Our Mission. They guide us and we hold ourselves accountable to them. Our values are:

Putting 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.

Being Responsive

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

Working in Partnerships

Sharing, innovating and partnering to promote a seamless wrap around care for those we support

Promoting Togetherness

Supporting and valuing each and every role and contribution across all our team, volunteers and supporters

Our five year plan will evolve through listening to many different groups and voices. We will hear directly from people living with a life threatening illness, their family members and carers about their experiences. We will ask what life is like for them and what care and support they want to help them through difficult times. Our Service User Group are actively engaged in shaping our plans.

Our team and volunteers have and will continue to share their experiences, and we meet 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 evaluate 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 have and continue to share their stories, thoughts and ideas, and hope they feel our resulting plans adequately reflects their input.

The challenges

LOCAL CONTEXT

The Trust provides essential care and support for people living across Hastings and Rother who are affected by cancer and other life threatening illnesses. Locally the level of need for this support and care is extreme.

Hastings and Rother have some of the most deprived areas in the country where prevalence rates for cancer are far higher than the national average and many people continue to live with their illness unsupported, resulting in unnecessary suffering and isolation. East Sussex 2018 Joint Strategic Needs & Assets Assessment (JSNA) indicates mortality rates can be as much as 50% higher than the regional average.

Sussex Uncovered 3 is a data-led report that seeks to tell the story of the needs and strengths of our communities across Sussex. This report highlights the continuing inequality across Sussex and that people in the disadvantaged areas of Sussex are more likely to have shorter lives and poorer health. There is a 14.5 year age gap in male life expectancy and 18.9 year age gap in female life expectancy between the most and least deprived areas in Sussex. Hastings & Rother contains 10 of the 15 most deprived wards in Sussex and Hastings is ranked the 13th in the country on the same indicator.

The pressure on our services is already very high with record levels of counselling provided through the pandemic. With The Sussex Cancer Alliance predicting increasing local prevalence rates long into the future, this trend will only but continue.

The Trust is committed to increasing its capacity to meet this extreme level of need.

Our belief is that everyone with a life-threatening condition, their family members and carers should get access to free high quality care that best meets their individual needs.

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.

Our Strategic Objectives

1.

All those affected by life threatening illness will be aware of the benefits of our services

2.

Our services are easily accessible for people where and when they need them

3.

We deliver high quality services that meet expectations and improve lives

4.

Those we support feel empowered to make their own choices about the care they receive

5.

The Trust is financially resilient, sustainable and future proofed

6.

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

How will we do it?

All those affected by life threatening illness across Hastings and Rother will be aware of the benefits of our services

- We will improve access to and availability of information about our services
 - Promote our dedicate patient contact and advice line (01424 456 608)
 - Provide access information through an increasing number of formats and channels including:

Regular e-news updates for referrers

Increased use of social media

Standardising the availability of signposting information across retail

- Develop regular information and awareness events for patients and key stakeholders and the wider general public

Key Performance Indicators

- *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

- *Develop regular awareness events for referrers, partners and the general public*

Our services are easily accessible for people where and when they need them

- We will ensure that our full range of individual and group services are available from our 3 therapy hubs across Hastings and Rother
- Services are routinely available in the community or in the home where needed
- A full range of remote based services is available for those who are unable to access care in person
- Support is available outside normal working hours and at weekends where needed

Key Performance Indicators

- *Provide all core services and group activities across all 3 therapy hubs by 2025*
- *Increased % of care delivered in the home / community on request to over 75% by 2023 and to 100% by 2024*
- *Provide a full range of remote services including group support by 2024*
- *Develop out of hours capacity to cover extended weekdays by 2023, for up to 2-3 days per week by 2024 and weekends by 2025*

We deliver high quality services that meet expectations and improve lives

- We will further invest in the way we evaluate and shape our services
- Develop our collaborative and partnership working with peers and partners to learn and maintain best practice
- We will make our complaints / suggestions and feedback processes as accessible as possible to promote learning

Key Performance Indicators

- *We will embed a peer review into our annual evaluation processes by 2025*
- *Join and actively participate in local partnership(s) / groups tasked with improving care standards across the region including:
Sussex Palliative Care and End of Life Oversight Group
Sussex and Surrey Cancer Alliance
East Sussex Cancer Support Network*
- *Develop our engagement and partnership working with national bodies to further learning and inclusion of best practice including:
National Association of Complementary Therapists in Palliative Care
Federation of Holistic Therapists*
- *Complaints and feedback:
Hold and maintain annual team training sessions for all team members on managing complaints and feedback processes as from 2023
Introduce online facilities for direct complaints / feedback by 2023
Implement measures to enable anonymous feedback by 2024*

Those we support feel empowered to make their own choices about the care they receive

- Introduce regular information and awareness sessions for local people affected by life threatening illness enabling people to make informed decisions about their care
- Update our standard welcome pack to improve understanding and awareness of services
- Introduce a first contact which enables patients to
 - Understand the services that are available
 - Options for service delivery (i.e. location)
 - Flexibility of appointment times
- Introduce evaluation of choice and empowerment through our annual patient survey

Key Performance Indicators

- *Introduce regular information and awareness sessions by the end of 2023*
- *Update our standard welcome pack by 2023*
- *By 2024 introduce a comprehensive first contact assessment process*
- *Introduce choice and empowerment evaluation into our annual patient survey by 2023*

The Trust is financially resilient, sustainable and future proofed

- Maintain effective financial management systems to monitor near, medium and long term financial positions and performance
- Ensure cost reviews are embedded into management reporting cycles
- Prioritise development of resource efficient income streams
- Further diversify income streams
- Protection of asset values through appropriate maintenance and management

Key Performance Indicators

- *Maintain 2 monthly financial reporting inclusive of 3 year forward forecasting and detailed expenditure reviews*
- *Identify and fast track resource efficient income generators by mid 2023 (e.g. digital fundraising)*
- *Implement full legacy strategy by the end of 2023*
- *Identify and establish 2 new income sources by 2025*
- *Reach breakeven by May 2026*

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

We will:

- Further develop our annual HR evaluation process to promote better engagement and feedback
- Ensure all team members have a personal learning plan where wanted
- Improve our communications so that all team members have access to regular team meetings and updates
- Provide monthly discussion opportunities with Senior Management

Key Performance Indicators

- *Improved staff satisfaction rates as reported through annual staff survey*
- *Increased volunteer support and satisfaction rates as reported through annual volunteer survey*

Communications

- *Increase active reach by email and / or paper of Trust updates to 75% of all active Trust volunteers by 2023 and 90% by 2025*
- *Widen regular engagement / participation in volunteer support activities (e.g. Volunteer Committee / monthly Q&A sessions / Volunteer team meetings) by 30% by 2025*