



Hospice Marlborough



Strategic Plan 2021-2024





HOSPICE MARLBOROUGH - STRATEGIC PLAN – 2021-2024

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HOSPICE MARLBOROUGH - STRATEGIC PLAN – 2021-2024

Foreword from Chairperson



*Phil Vink
Chairman
Marlborough
Hospice Trust*



It is with pride and satisfaction that we present to the Marlborough Community our Vision and Strategic Plan for the years ahead (2021-2024).

In November 2020, we changed from being a Trust that provided facilities from which the Marlborough Palliative Care services were carried out to a Trust that owns, operates and manages the full service for the Nelson Marlborough DHB and the whole Marlborough Community.

The handover was a huge undertaking for the Trustees, led by Chairman Peter Tolan, the Salvation Army, led by Lt Colonel Lynette Hutson and Hospice General Manager, Nicki Kitson. These three were instrumental in leading the two teams forward during this period of change. Ngā mihi, thank you to The Salvation Army. I wish to acknowledge the work of the Salvation Army in managing and serving our community since 2003, delivering services of the highest standards.

Looking forward, the new responsibilities are a huge opportunity for us. The Trustees look forward to the challenges of building on the great work that had been done so far.

Our Strategic Plan provides a platform for our team to grow and enhance our service, to deliver with confidence, commitment and compassion, specialist palliative care to our community. Its production has involved several months of meetings, discussions and considerations. My gratitude to everyone who has contributed to its development including our local iwi.

Our strategic focus is to build robust and sustainable relationships with the Marlborough Community and to provide exceptional quality of care and support to our patients and their whānau. In addition, we will work with our wider partner network, Hospice New Zealand and all Hospice services around New Zealand, to build policies and processes. To do this we will continue to invest in our employees, volunteers and infrastructure.

The above would not be possible without volunteers, our fundraising team and our Hospice Shop in Redwoodtown. Our shop Manager and her team have done an amazing job of upgrading the facility in early 2021. We are both admiring and grateful to the fundraising and shop team for the great work they do.

I am confident that our strategic direction, set out in this plan, will fulfil our vision and mission and will ensure Marlborough Hospice is at the forefront in addressing the challenges and opportunities associated with improving the growing needs of our community. As in the past, our future success will depend greatly on the continued financial support from our community and commitment from our employees and volunteers.

Background to Hospice Marlborough

Our History



Hospice Marlborough has provided care services to the people of Marlborough since 2003. In the 2000's a group of community leaders had a vision that end of life, palliative care services could be improved as these were being provided by the medical ward in Wairau Hospital and district nurses in the community, and community needs were growing.

The vision was backed by the Hospital Board, the Marlborough District Council and all local service groups. The generous Marlborough Community contributed sufficient funds as well as goods, construction materials and labour in-kind.

The Hospice building was opened in 2003. The Salvation Army stepped forward to provide the governance and management of the services provided by qualified clinical services employees. The Marlborough Hospice Trust role was to represent the community and to raise funds to support the service.

In early 2020, The Salvation Army gave notice to exit their role in managing the service. Then, Nelson Marlborough Health awarded the contract directly to the Marlborough Hospice Trust, who now manage the service and continue to raise funds from the community.

The Marlborough Hospice Trust continue to receive contract funding from Nelson Marlborough Health with other funding raised from the community through grant donations, events, bequests, donations and Hospice Shop sales.

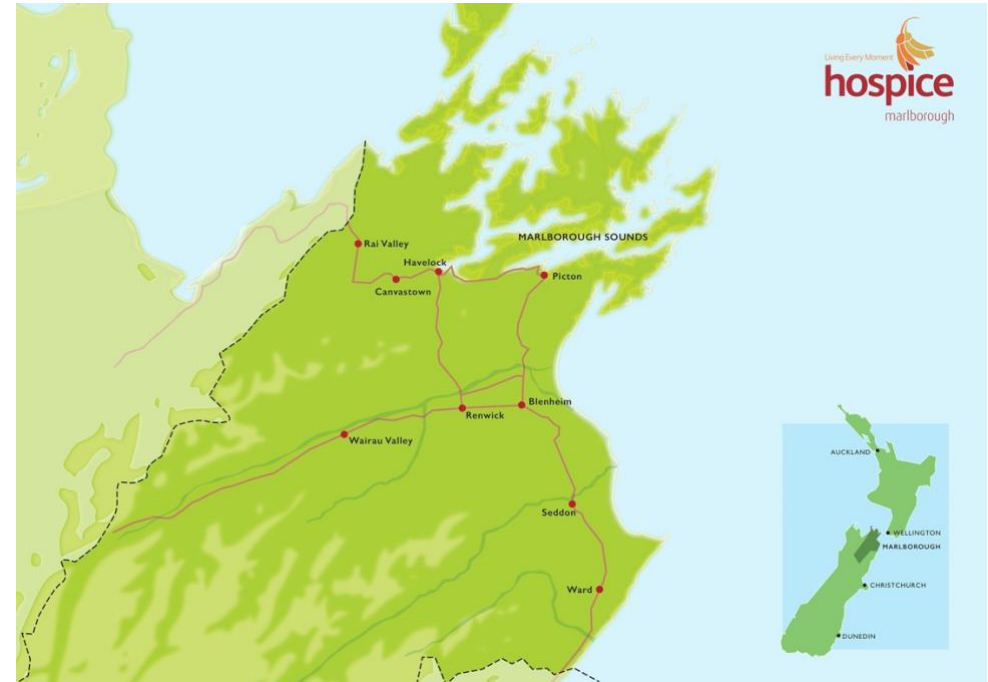
Our Services

Hospice Marlborough service provision covers Blenheim, Renwick, Wairau Valley, Seddon, Ward, Picton, Havelock, Rai Valley, Canvastown and the Marlborough Sounds. These boundaries are flexibly applied based on where the patient accesses their primary health and care services e.g. If a patient lives in Nelson but their GP is in Blenheim they are eligible for care at Hospice Marlborough. However, it is important that they are only accessing one hospice palliative care service.

Hospice Marlborough's palliative care focuses on caring for the whole person, encompassing their physical, emotional, social and spiritual needs. At Hospice Marlborough, we provide:

- specialist palliative and end of life care for individuals diagnosed with life limiting illnesses in the hospice inpatient unit or in a person's home or place of residence in the community with the aim to improve the quality of life of patients;
- bereavement support and spiritual care for families/whānau throughout the patient's illness and after their death;
- advice and support to all professional organisations involved in patients' palliative and end of life care;
- training and education and conduct research in palliative care; and
- short term equipment loan to patients in the community.

To deliver these services, Hospice Marlborough has 40 employees and approximately 200 volunteers working out of our facilities. Also, we work with Primary Health Organisations, Aged Residential Care Homes and other health organisations and health charities.



Importance of Palliative Care

What is Palliative Care?

Palliative care is the care for people of all ages with a life-limiting illness, which aims to:

- optimise an individual’s quality of life until they die by addressing the person’s physical, psychosocial, spiritual, and cultural needs; and
- support the individual’s family, whānau, and other caregivers where needed, through the illness and after they die.

The principles of palliative care service provision are that it should be:

- provided according to an individual’s need, and may be suitable whether death is days, weeks, months or occasionally even years away;
- available wherever the person may be;
- provided by all healthcare professionals, supported (where necessary) by specialist palliative care services;
- provided in such a way as to meet the unique needs of individuals from communities or groups, including Māori, children and young people, immigrants, refugees, and those in isolated communities.

Primary, Specialist Palliative and Hospice Care

Primary palliative care is provided for those affected by a life-limiting or life-threatening condition as an integral part of the standard clinical practice by any healthcare professional.

Specialist palliative care is provided for those affected by a life-limiting or life-threatening condition and whose complexity of symptoms and the treatment required exceeds the confidence of the health professional involved in their care. It can be delivered:

- Directly: to provide direct management and support of the person and whānau where more complex palliative care need exceeds the resources or scope of the primary palliative care provider.
- Indirectly: to provide advice, support, education and training for other health professionals and volunteers to support the primary provision of palliative care.

Both palliative care and hospice care provide comfort. However, palliative care can begin at diagnosis and at the same time as treatment. Hospice care begins after treatment of the disease is stopped and when it becomes clear that the person is not going to survive the illness.

The Future of Hospice Marlborough

Changing Needs of Community

Palliative care provided in New Zealand focuses on end-of-life care and the system is not currently designed to deliver palliative care efficiently or effectively.

Evidence has shown that providing palliative care earlier can improve a person's quality of life, smooth out the escalations/crises and prevent overuse of resources.

As the number of frail older people with multiple chronic conditions continues to grow, the need for team-based, well-coordinated serious illness care is increasing rapidly.

When palliative care is targeted at the right population at the right time in the right place we can provide better care focused on patient-centred outcomes such as quality of life, symptom burden, dignity, emotional well-being, and caregiver need.

Focusing on patients with persistent needs, rather than those at the end of life, not only provides this quality of care but can also reduce costs over the long term across many parameters.



PALLIATIVE CARE REDUCES AVOIDABLE SPENDING AND UTILISATION IN ALL SETTINGS



Hospice Marlborough Focus



Hospice Marlborough has been working towards improving the quality and access to palliative care in the Marlborough Community by looking at how palliative services are delivered, moving away from measuring success by rescuing patients in crisis or admitting patients to our inpatient unit to manage escalating symptoms.

Hospice Marlborough is working to advance its services by focusing on moving services out into the community and provide services earlier upstream, whilst maintaining our in-house patient unit for those who need it. We aim to:

- Work with patients, their whānau and our colleagues to meet the goals and values of a patient and family, helping them to avoid needing rescue or admission to an inpatient bed (either at a hospital, ARC or hospice).
- Help our community referral sources identify triggers for earlier referrals so that the palliative specialist team can have time to assist with advance care planning and difficult conversations regarding goals of care, provide anticipatory guidance on expected trajectories and symptoms, and manage symptoms early before the crisis.
- Provide expert palliative care interventions to guide patients and their whānau to make informed decisions about future care that aligns with their goals and values. By providing this level of support, we hope that patients and families will be more prepared for anticipated events, have more tools to meet their goals and feel less frightened about the future so that they can spend the time they have left living well rather than in cycles of crisis and poorly controlled symptoms.

Our Strategic Plan

Strategic Plan Hierarchy

The Hospice Marlborough Strategic Plan 2021-2024 has been developed to provide a shared focus for the next three years. It builds on past achievements whilst recognising the need for change and growth. It sets out our vision, mission, values, strategic themes, goals, objectives, strategic activities, critical success factors and measures.

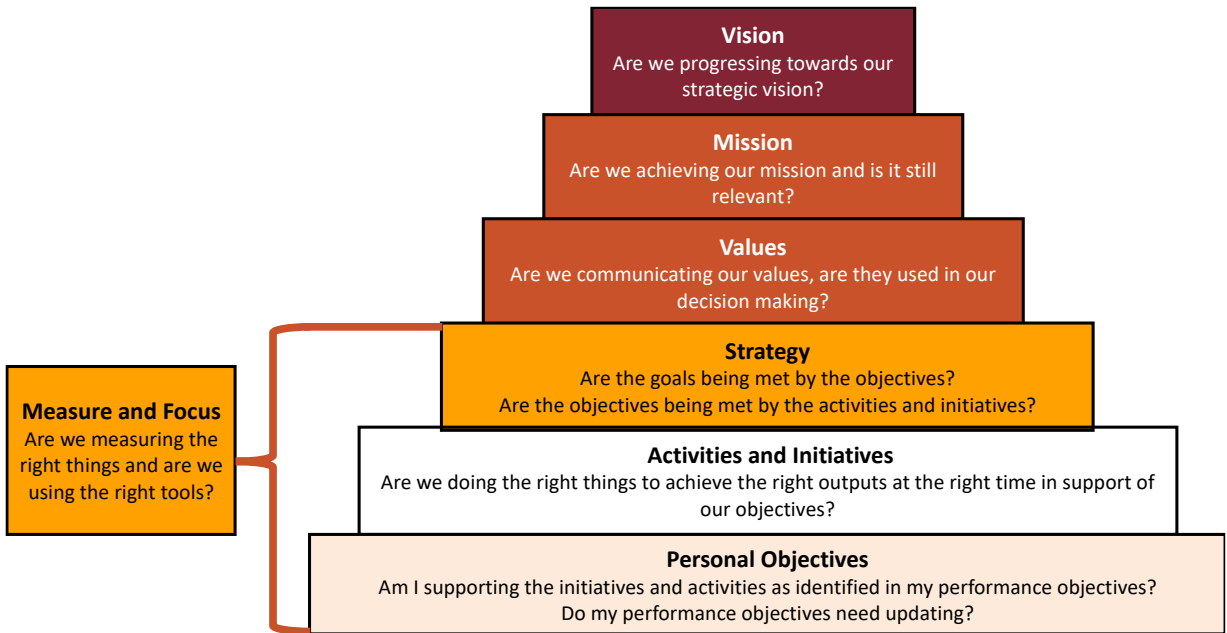
The detailed activities, inputs and outputs, and responsibilities will be part of detailed action plans. Teams will be accountable for delivering the action plans by identifying their personal objectives, as part of the performance management system, and thus understand the part they play in achieving our vision.

The diagram below shows the relationship between high level vision through to individual actions.



Monitoring Our Progress

Marlborough Hospice Trust will monitor progress against our strategic goals and objectives to ensure that we are moving towards our vision. If not, plans will be amended and adapted to get us back on track. The following diagram shows what questions we will ask when we are monitoring our progress. The activities and initiatives and how they are achieving the objectives will be reviewed regularly at Marlborough Hospice Trust meetings. The goals, values, mission and vision will be reviewed on a yearly basis.



Our Strategy

Summary



Our Vision - Tō Mātou Tirohanga

Our Marlborough Community has access to specialist palliative care and can live and die with compassion, dignity, in comfort and in peace.

Our Mission - Ā Tātou Mīhana Whāinga

We, at Hospice Marlborough, provide specialist palliative care services to our community through a highly skilled team. We are agile as a service provider and strive to meet the needs of our community. We will ensure patients and family receive empathetic quality care.

Treaty of Waitangi - Te Tiriti o Waitangi

Hospice Marlborough acknowledges Te Tiriti o Waitangi and recognizes the three principles of the Treaty - partnership, protection, and participation. We will deliver our services at all levels of the organization within the spirit of Te Tiriti o Waitangi.

Our Values - Ō Tātou Uara

We are committed to the following core values in the delivery of hospice palliative care:

- **Compassion and Respect - Aroha me te Whakaute:**
Treating others with care, using humility and fairness in our interactions with others maintaining their dignity, being empathetic and encouraging throughout.
- **Collaboration and Inclusion - Mahi tahi me te Whakauru:**
Working alongside and with others in the community, valuing individual cultural and diverse differences.
- **Excellence and Professionalism - Te Kairangi me te Ngaiotanga:**
Acting with integrity and embracing the highest ethical standards whilst being responsible and accountable for all individual and collective actions.
- **Ambition and Innovation - Hao me te auaha:**
Constantly seeking new ideas and striving for better solutions. Achieving success by working together and valuing each other's skills and contributions.

Our Strategic Themes, Goals and Objectives

Our strategic themes are our ‘pillars of excellence’, the high-level areas that we need to focus on to achieve our mission and fulfil our vision. We have used these as the basis for the development of our goals and objectives.

Strategic Theme 1: Community Relationships: Whakawhanaungatanga Hapori



Goal 1.1: Build Community Relationships

Objectives

We will connect with all of our Marlborough Community and continue to build relationships within it to obtain their support both financial and non-financial.

1.1.1

To communicate widely across all of the Marlborough Community and build community awareness about our role in delivering excellence in specialist palliative care and ensure that the Marlborough Community perception of Hospice Marlborough aligns with our brand definition.

Why it is important?

Hospice Marlborough cannot do everything on its own and we need the support of our community. We will achieve more and be stronger if we work together. Our community must have confidence in us to use our services and provide their support, financial and non-financial.

1.1.2

To have the right mechanisms to harness wider community feedback, but specifically patients and their whānau, and look at new ways of obtaining their feedback.

1.1.3

To obtain feedback from the community, especially patients, family and their whānau, on their experiences, needs and wants to improve services and meet changing needs.

1.1.4

To have the right fundraising mechanisms in place, developing new fundraising opportunities where necessary, to successfully increase gifting and increase revenue.

Strategic Theme 2: Partnerships & Collaboration: Kotahitanga



Goal 2.1: Effective Partnerships & Collaboration		Objectives
<p>We will work with all of our partners and build robust and sustainable relationships.</p>	2.1.1	<p>To have a strong community profile by seeking out and positively engaging with local stakeholders/partners and taking opportunities to work together for the benefit of the patients, their whānau as well as delivering a comprehensive palliative care service.</p>
<p>Why it is important?</p> <p>We need to work in partnership and collaboration with the Nelson Marlborough Health, Hospice New Zealand, General Practitioners, Aged Residential Care Homes, Other Residential Homes e.g. disability and mental health, Primary Health Organisations, Oncology Department and other health providers to enable seamless specialist palliative care to our Marlborough Community.</p>	2.1.2	<p>To be the recognised leader in developing collaborative and coordinated initiatives and programmes for the integration of all palliative care services in Marlborough.</p>

Strategic Theme 3: Quality Services and Care: Tiaki Ratonga



Goal 3.1: Services	Objectives	
<p>We will provide a high-quality specialist palliative care service that is equitable, sustainable and innovative to meet the changing needs of our community.</p>	3.1.1	<p>To serve our Marlborough Community equitably with quality specialist palliative care.</p>
<p>Why it is important?</p> <p>We do this to ensure the whole of Marlborough Community receive the expected standard of care and our services benefit more people. We want patients and families to receive the support and empathetic care necessary that minimises the incidence of a crises arising while in our care.</p> <p>It is our aim to maintain and build the future of the Marlborough Hospice Trust for the betterment of our community.</p>	3.1.2	<p>To be innovative and extend the scope and coverage of the specialist palliative care service.</p>
	3.1.3	<p>To strengthen the Clinical Governance approach to ensure safe, quality service which meets contemporary practice standards.</p>

Strategic Theme 3: Quality Services and Care: Tiaki Ratonga (Continued)



Goal 3.2: Service Standards

Objectives

We will work with our partners to exceed, where feasible, the current standards and frameworks, and deliver our contract of service with our funders.

3.2.1

To ensure we are delivering our services in line with governing standards.

Why it is important?

We do this as it is our duty of care: legally, morally and ethically. We need:

- to comply with legislation and statutes;
- to conform to the expected standards of care and be accountable to our funders; and
- to promote a positive profile and reputation of the organisation in our community.

3.2.2

To ensure we are delivering our services in line with current legislation.

Strategic Theme 4: People and Culture: Tāngata Ahurea



Goal 4.1: People	Objectives	
<p>We will support our team in maintaining their own optimum health and well-being and will ensure they have the resources and skills to effectively serve our community.</p>	4.1.1	<p>To provide our team with professional development opportunities through a range of in service and external educational opportunities to build capacity, capability and motivation.</p>
<p>Why it is important?</p> <p>To achieve our goals and objectives we need a dedicated, high performing group of employees and volunteers engaging with the Marlborough Hospice Trust and working together to provide our services to the Marlborough Community.</p> <p>Both employees and volunteers need to be equipped with the skills and knowledge to meet the current and future service needs of increasingly diverse communities and the services needed to provide them.</p>	4.1.2	<p>To be the employer of choice in Marlborough Health and make sound decisions on who is introduced and retained in the team.</p>
	4.1.3	<p>To endeavour to have sufficient resources in the team to deliver the level of service required i.e. have the right people in the right place at the right time with the right skills.</p>
	4.1.4	<p>To ensure that everyone (patients, whānau, visitors, employees and volunteers) takes responsibility for their own health and safety and well-being.</p>

Strategic Theme 4: People and Culture: Tāngata Ahurea (Continued)



Goal 4.2: Culture

Objectives

We will continue to promote the evolution of a caring, creative and innovative culture within our team.

4.2.1

To encourage commitment and engagement of the team to the agreed vision, mission, values and strategy.

Why it is important?

Hospice Marlborough has been developing a high-performance culture over a number of years. We have a vision, mission and set of values to support this. Each trustee, employee or volunteer has a part to play in achieving our shared vision.

4.2.2

To promote amongst the team a positive approach that encourages creativity and innovation.

The whole team supports each other in working to a shared set of beliefs and values that informs our decision making and service delivery on a daily basis. When this happens, people understand one another, everyone does the right things for the right reasons, and this common purpose and understanding helps people build great working relationships and camaraderie.

Strategic Theme 5: Financial Stability: Pūrongo Pūtea



Goal 5.1: Finance Resources		Objectives
We have sufficient financial resources to deliver our services and enable our emerging strategy.	5.1.1	To understand the financial model needed to support the delivery of our Model of Care and Infrastructure needs.
Why it is important?		
We do this to ensure we can resource our Hospice team to deliver our services to satisfy the community needs.	5.1.2	To have a built-in financial contingency to ensure we can continue our service provision in the event of an unexpected event.

Strategic Theme 6: Supportive Infrastructure: Hanganga Tautoko



Goal 6.1: Infrastructure

Objectives

We have a 'fit for purpose' infrastructure that is aligned and supports the model of care.

6.1.1

To ensure our infrastructure meets the needs of Hospice Marlborough as the Model of Care is developed.

Why it is important?

We need the right physical resources and infrastructure to deliver cost effective and efficient services.

6.1.2

To establish an effective asset management structure that provides an understanding of our current assets and what we need to deliver our services now and in the future.

Goal 6.2: Risk Management

Objectives

We have an integrated approach to risk management to enhance our decision making and to fulfil our "kaitiakitanga" (guardianship) role.

6.2.1

To ensure the management of risk is consistent with and supports the achievement of our strategic objectives.

Why it is important?

We do this to minimise risk by proactively managing the risks and ensure compliance.

Strategic Theme 6: Supportive Infrastructure: Hanganga Tautoko (Continued)



Goal 6.3: Governance Objectives

<p>We will continually improve our governance by periodically reviewing our governance structure, policies and processes.</p>	<p>6.3.1</p>	<p>To continually improve our governance by reviewing on a timely basis:</p> <ul style="list-style-type: none"> • Evaluation of Board performance • The Marlborough Hospice Trust and committee structure • Organisation skills and functions • Policies and processes
<p>Why it is important?</p> <p>We need to function as effectively and efficiently as possible to achieve our vision, mission, goals and objectives. Marlborough Hospice Trust will need to provide robust governance to be effective in fulfilling its role, supported by the correct organisational structure, processes and policies.</p>		