



# **Strategic Plan**

**2024-2027**



# Welcome to our Strategic Plan 2024-2027

The needs of patients, families, and the local community we serve are changing all the time and we recognise that we need to change too to meet those needs. We have reviewed our 2021-2025 strategic plan considering our achievements since it was launched, and the changing landscape of the environment that North London Hospice works in, and opportunities this presents. This plan sets out our ambitions over the next three years and captures our passion for reaching more people and doing what we can to help those who need us.

We know that what we do makes a difference and looking forward we want to make a bigger difference, for more people.

Our strategy is focused on sustainable long-term impact and to ensure we achieve our vision **'the best of life, at the end of life for everyone.'**

North London Hospice is ideally placed to innovate in the development of new models of care and the skills needed to deliver this strategy and to be the leading provider in the future provision of specialist palliative care services across the Boroughs of Barnet, Enfield, Haringey, Camden & Islington.



## Our Vision

The best of life, at the end of life, for everyone



## Our Purpose

Working together to provide palliative care and support, when and where you need us most



## Our Values

- C Collaborative and learning**
  - share learning, educate and work supportively together
- O Open and honest**
  - be clear and transparent in the way we work and respond to others
- R Respectful and empowering**
  - be kind, enable and value everyone's contribution
- E Equal and inclusive**
  - treat people fairly, be welcoming and involve them





# Our key Strategic Ambitions

## AMBITION 1

### Our Reach

We will drive innovation and deliver quality through everything we do

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We will ensure outstanding care and support is at the heart of what we do, offering this across our community to those facing a life limiting illness. We will increase the number of people provided with personalised care through service and operational improvements, so that our hospice continues to play a vital role in the communities we serve. We will review services and support functions as appropriate, change models and delivery where necessary and develop new initiatives.

## AMBITION 2

### Our Duty

We will manage our charity efficiently and effectively to achieve long-term sustainability

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We are committed to ensuring financial stability and long-term viability, whilst investing for growth and development. We will manage our resources to ensure we achieve the greatest impact with our work in our community. We will work together in partnership, and in an integrated way to achieve our ambitions. We will transform communication and information sharing and deliver improved systems and ways of working with investment in technology.

## AMBITION 3

### Our Commitment

We will value and support our staff and volunteers to do their jobs well

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We will recruit, retain, and invest in our people to be the best they can be. We will use our expertise and skills to improve, and deliver, the palliative care and support we pride ourselves on to more people across our community. We value equality, diversity and inclusion and will develop leadership and our workforce which is representative and responsive to the communities we support.





# Our Strategic Objectives

## Our Reach

We will drive innovation and deliver quality through everything we do

### STRATEGIC OBJECTIVE 1

We will increase the number of people we support by providing outstanding, personalised care and support through all our services.

## How do we plan to achieve this?

We will review and relaunch our new 3-year Clinical Strategy to support our Strategic Plan.

We will increase the number of people we provide personalised care and support to each year by 5%.

We will launch our new Care Co-ordination Centre, responding to demand, using a more integrated approach to achieve greater impact and utilising innovative pathways and technology.

We will plan and deliver on our Inpatient Unit Transformation Project to deliver a redeveloped unit designed for 21st century care and support.

We will launch new integrated 24-7 Community Services – extending our reach with new models of care and support and new ways of virtual and digital working.

We will deliver increased support for bereaved people – we will partner with others to help us achieve this.

We will deliver a community engagement plan focussing on outreach services into our communities and promote our work around Equality, Diversity & Inclusion.





## STRATEGIC OBJECTIVE 2

We will use our knowledge and expertise to educate, train and influence others.

### How do we plan to achieve this?

We will work in partnership using our expertise, skills, and knowledge to train others and help improve end-of-life care and support inside and outside the hospice.

We will participate in research where it supports our work and helps us deliver our strategic ambitions.

We will influence policy makers to appreciate, understand, and respond to, the needs of those living with a life-limiting illness.



## Our Duty

We will manage our charity efficiently and effectively to achieve long term sustainability

## STRATEGIC OBJECTIVE 3

We will invest in skills, expertise, and systems so we work and communicate more effectively.

### How do we plan to achieve this?

We will review the data we collect and use greater analysis and outcomes to influence services, capacity, increase income and impact across our charity.

We will invest in our workforce and digital infrastructure to ensure that we work with and communicate effectively with everyone.

We will deliver an IT strategy and investment plan to ensure we identify new digital solutions to support efficiency and impact to deliver innovation.





STRATEGIC OBJECTIVE 4

We will implement and deliver on an Income Generation Strategy to support the delivery of our strategic ambitions.

How do we plan to achieve this?

We will appraise all our portfolio of retail outlets and deliver a clear retail strategy that represents an optimum return on investment – increasing our retail income by at least 25% by 2027.

We will increase fundraising income by at least 25% over the next three years by growing our fundraising activity, including investing in growth where it delivers a key return on investment.

We will deliver on our long-term Financial Strategy to achieve a balanced budget by 2027.



STRATEGIC OBJECTIVE 5

We will transform our hospice through partnerships, investment and our commitment to sustainability and environmental impact.

How do we plan to achieve this?

We will lead on partnership and collaboration, shaping how we design and deliver our services that meet local need and have real impact.

We will pilot several new service initiatives to test concepts that demonstrate impact and sustainability.

We will reduce waste by recycling more in the offices, and in our shops, and developing and adopting a new sustainability plan across all our operations.





Our Commitment

We will value and support our staff and volunteers to do their jobs well

STRATEGIC OBJECTIVE 6

We will provide our staff, volunteers and Trustees with enjoyable and rewarding experiences to be the best they can.

How do we plan to achieve this?

We will develop a long-term people strategy which transforms us from a 'good' to a 'great' organisation to work or volunteer for – promoting wellbeing for all.

We will launch and deliver a new Learning & Development framework to ensure our workforce provide the highest level of service to everyone.

We will develop our leaders to not only look at performance and strategy, but also at what they can do to energise and motivate their teams to be their best.

We will create a positive culture, where diversity, inclusion and respect are core values and at the heart of all our activities.

We will review our approach to supporting volunteers and launch a new strategy to help recruitment and retention.

North London Hospice cares for patients with a life-limiting illness and supports their families, friends, and carers too. We care for patients in the communities of Barnet, Enfield, and Haringey and in our Inpatient Unit in Finchley. We also provide some services in Camden and Islington. The hospice was established in 1984 as the UK's first multi-faith hospice and each year we care for over 3,500 patients. We are an independent charity and provide all our care, free of charge.



## Our Vision

The best of life,  
at the end of life,  
for everyone



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@NLondonHospice



northlondonhospice



@NorthLondonHospice



North London Hospice

North London Hospice  
47 Woodside Avenue,  
London, N12 8TT

Phone: 0800 368 7848 (Freephone)  
Email: [nlh@northlondonhospice.co.uk](mailto:nlh@northlondonhospice.co.uk)

Registered with



[www.northlondonhospice.org](http://www.northlondonhospice.org)

Charity No. 285300. Registered Address - 47 Woodside Avenue, London, N12 8TT. Company Reg No: 01654807 (England and Wales)