

## Strategic Plan 2021-2024





**HOSPICE MARLBOROUGH - STRATEGIC PLAN – 2021-2024**

<b>HOSPICE MARLBOROUGH INTRODUCTION .....</b>	<b>1</b>
<b>INTRODUCTION FROM CHAIRMAN .....</b>	<b>1</b>
<b>INTRODUCTION FROM CHIEF EXECUTIVE OFFICER .....</b>	<b>2</b>
<b>OUR SERVICES .....</b>	<b>3</b>
<b>WHAT IS PALLIATIVE CARE? .....</b>	<b>4</b>
<b>PRIMARY, SPECIALIST PALLIATIVE AND HOSPICE CARE .....</b>	<b>4</b>
<b>THE FUTURE OF HOSPICE MARLBOROUGH .....</b>	<b>5</b>
<b>CHANGING NEEDS OF COMMUNITY .....</b>	<b>5</b>
<b>HOSPICE MARLBOROUGH FOCUS .....</b>	<b>6</b>
<b>OUR STRATEGIC PLAN .....</b>	<b>7</b>
<b>SUMMARY PLAN .....</b>	<b>7</b>
<b>OUR VISION - TŌ MĀTOU TIROHANGA .....</b>	<b>8</b>
<b>OUR VALUES - Ō TĀTOU UARA.....</b>	<b>8</b>
<b>OUR MISSION - Ā TĀTOU MĪHANA WHĀINGA .....</b>	<b>8</b>
<b>OUR STRATEGIC THEMES, GOALS AND OBJECTIVES .....</b>	<b>9</b>
<b><i>Strategic Theme 1: Community Relationships: Whakawhanaungatanga Hapori.....</i></b>	<b>10</b>
<b><i>Strategic Theme 2: Partnerships &amp; Collaboration: Kotahitanga .....</i></b>	<b>11</b>
<b><i>Strategic Theme 3: Quality Services and Care: Tiaki Ratonga .....</i></b>	<b>12</b>
<b><i>Strategic Theme 4: People and Culture: Tāngata Ahurea .....</i></b>	<b>13</b>
<b><i>Strategic Theme 5: Financial Stability: Pūrongo Pūtea .....</i></b>	<b>14</b>
<b><i>Strategic Theme 6: Supportive Infrastructure: Hanganga Tautoko.....</i></b>	<b>15</b>

## Hospice Marlborough Introduction

### Introduction from Chairman



*Phil Vink  
Chairman  
Marlborough  
Hospice Trust*

This is the third year that I have been able to lead the Hospice Trustees in presenting our Vision and Strategic Plan. We continue our mission to support the Hospice teams grow and develop palliative care services in the community.

Our strategic direction encompasses the following themes:

- continuing to build robust and sustainable relationships with the Marlborough community;
- providing exceptional quality of care and support to our community;
- working with our wider [health] partner network, Te Whatu Ora, Hospice NZ, and all Hospice services around New Zealand; and
- continually reviewing and developing robust policies and processes.

All the above is impossible without volunteers, our fundraising team and our Hospice Shops in Redwoodtown. We are fortunate and grateful to everyone who helps us in achieving our goals, for the amazing work they do.

As always, future success will depend on the continued financial support from our community and commitment from our employees and volunteers. Thank you for your support.

## Introduction from Chief Executive Officer

I am privileged to be the Chief Executive Officer of the remarkable organisation that is Hospice Marlborough.

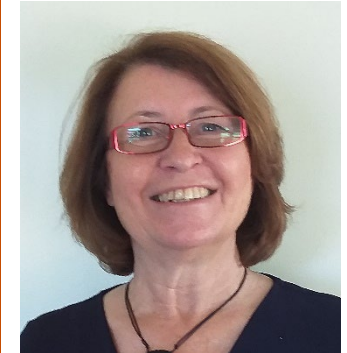
Community-led and supported, our dedicated and highly skilled team provide empathetic quality care, putting the patient first, whilst also supporting their whānau. We strive to enable patients to experience the highest possible quality of life during their journey towards the end of life.

By embracing a patient-centred approach, we recognize that the needs and expectations of our community are changing, many patients wishing to spend their final moments at home, surrounded by loved ones. Consequently, we are actively developing a better understanding of the necessary infrastructure and wrap-around services required to further increase our care delivery within the community.

Our focus on early contact and specialist palliative care assessments ensures that we can address the needs of individuals effectively and compassionately.

To successfully navigate this path, we will need both continued and new forms of financial and non-financial support to ensure we have financial stability and the right supportive infrastructure. Let us continue to walk this path of compassion, adaptability, and support together.

Your continued support is critical. Thank you, Marlborough.



Carole Crawford  
CEO Hospice  
Marlborough

## Our Services

Hospice Marlborough has provided care services to the people of Marlborough since 2003. Our service provision covers Blenheim, Renwick, Wairau Valley, Seddon, Ward, Picton, Havelock, Rai Valley, Canvastown and the Marlborough Sounds.

We are committed to equity of access, experience and outcome for everyone who would benefit from great palliative care. 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 of improving people's quality of life;
- bereavement support and spiritual care for whānau and families throughout the patient's illness and after their death;
- advice and support to all our health professional colleagues and the 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.

We are weaving the Mauri Mate Framework for Hospices into our approach with patients to show our commitment to equity and biculturalism in practice with Māori whānau. Hospice Marlborough is committed to the needs of care being defined by those who receive it and to working in partnership to deliver that care and support.

To deliver these services Hospice Marlborough has 40 employees and approximately 200 volunteers. We work collaboratively with local iwi, Te Piki Oranga, Primary Health Organisations, Aged Residential Care Homes and other health organisations and health charities to collectively provide appropriate care.



## What is Palliative Care?

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

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

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

- provided according to a person'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; and
- provided in such a way as to meet the unique needs of all people, whanau, 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 expertise 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.



## The Future of Hospice Marlborough

### Changing Needs of Community

In New Zealand, palliative care has focused on end-of-life care and this 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 and prevent overuse of resources.

As our aged population and people with life-limiting 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.





## Hospice Marlborough Focus



Hospice Marlborough is working towards improving the quality and equitable access to palliative care in the Marlborough community by looking at how palliative services are delivered.

We are focusing on moving more services into the community and providing services earlier upstream, whilst maintaining our in-house patient unit for those who need it. We aim to:

- Work with our colleagues to meet the goals and values of the patient and their whānau, helping them to avoid needing rescue or admission to an inpatient bed (either at a hospital, ARC or hospice).
- Help our community referrers identify triggers for earlier referrals so that the palliative specialist team has time to assist with advance care planning and difficult conversations regarding goals of care, providing anticipatory guidance on health care trajectories and managing symptoms 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. The time they have left is spent living well rather than in cycles of crisis and poorly controlled symptoms.

## Our Strategic Plan

### Summary Plan



### Our Vision - Tō Mātou Tirohanga

Our Marlborough Community has equitable access to specialist palliative care and can live and die with compassion, dignity, in comfort and in peace, preferably, in their place of choice.

### 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 by supporting and educating patients, whānau and our partners. We will ensure patients and whānau receive empathetic quality care.



### 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 especially Māori and Pacifica.
- Excellence and Integrity - Te Kairangi me te Ngaiotanga**  
Embracing the highest 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: Strengthen Community Relationships**

**Why it is important?**

We will connect with all of our Marlborough community to strengthen relationships to gain their financial and non-financial support.



Hospice Marlborough needs the support of our community to deliver and achieve more. Our community must have confidence in us with accurate understanding of our services to provide their support, financial and non-financial.

**Objectives**

**Outcomes**

1.1

To build awareness about our role in delivering excellence in specialist palliative care to Marlborough.

Our community understands our vision, purpose and the specialist services we provide, willingly providing financial and non-financial support.

1.2

To have the right mechanisms to harness wider community feedback, from patients, their whānau and caregivers, about their needs and experiences to improve our services and meet changing demands.

We understand our stakeholder needs so we deliver the required services and maintain sustainable relationships.

## Strategic Theme 2: Partnerships & Collaboration: Kotahitanga

### Goal 2: Effective Partnerships and Collaboration

### Why it is important?

We will work with all of our partners to strengthen and build robust, and sustainable relationships.



We need to work in partnership and collaboration with the right people in other health providers and non-government organisations (NGOs) to enable the provision of seamless specialist palliative care to our Marlborough community.

### Objectives

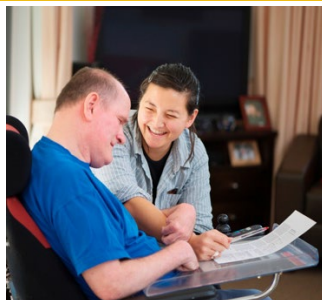
### Outcomes

2.1	To positively engage and collaborate with stakeholders/partners, taking opportunities to work together for the benefit of patients and their whānau.	The Marlborough community receives patient focussed care as health providers work together to deliver a comprehensive palliative care service.
2.2	To collaborate with our partners on initiatives and programmes for the integration of all palliative care services in Marlborough.	Hospice Marlborough is recognised as a model of best practice in specialist palliative care and others will seek our advice on service delivery, in education and research activities.
2.3	To collaborate with HNZ and other hospices on developing a regional alliance model.	A regional alliance that benefits Hospice Marlborough and our community.

### Strategic Theme 3: Quality Services and Care: Tiaki Ratonga

#### Goal 3: Services and Standards

We will provide a high-quality specialist palliative care service that is equitable, accessible, sustainable and innovative to meet the growing needs of the whole community that meet current standards and legislation whilst meeting our obligations to Ti Tiriti o Waitangi (the Treaty of Waitangi).



#### Why it is important?

We do this to ensure the whole of Marlborough community receive the highest standard of care. We want patients and whānau to receive the support and empathetic care necessary that minimises the incidence of any crisis arising while in our care. We do this as it is our duty of care: legally, morally and ethically.

#### Objectives

3.1	To ensure that the preferences of patients and their whānau are paramount and services are organised around them, using the four pillars of palliative care: physical, emotional, spiritual and social.
3.2	To use a Clinical Governance approach for continuous quality improvement.
3.3	To ensure we are delivering a safe, quality service which meets current service standards and legislation.
3.4	To focus on moving more services into the community and providing services earlier upstream.

#### Outcomes

Patients receive the care and services they need whether they are living in the community or attending an inpatient unit for pain management or end of life care.
Specialist Palliative Care Services improve and are innovative.
Specialist Palliative Care services are delivered and developed to current and changing standards and legislation.
Our Model of Care meets the needs of the community.

### Strategic Theme 4: People and Culture: Tāngata Ahurea

#### Goal 4: People and Culture

#### Why it is important?

We will support our team in maintaining their own health, well-being and skills to effectively serve our community within a caring, creative and innovative engaged team culture.



We need a dedicated, high performing team of employees and volunteers who are equipped with the skills and knowledge to provide excellent care.

#### Objectives

#### Outcomes

4.1	To provide our team with professional development opportunities to build capacity, capability and motivation.	We have a team of educated staff and volunteers, who participate in appropriate professional development to improve our services.
4.2	To recruit an effective services team that reflects Marlborough's culturally diverse community.	We attract a diverse range of people into our organisation.
4.3	To have a health and safety culture that supports everyone (patients, whānau, visitors, employees and volunteers) to take responsibility for their own health, safety and well-being.	Hospice Marlborough delivers services through health and safety conscious workplace.
4.4	To honour Ti Tiriti o Waitangi (the Treaty of Waitangi) through bicultural education and training aligning with recommendations in Mauri Mate.	Our team values individual cultural and diverse differences serving our Marlborough community equitably.
4.5	To ensure the team have a positive attitude with a culture that creates a safe environment across the organisation.	The team feel supported in a culture that promotes transparency, open and honest communication, and is accepting of different points of view.



**Strategic Theme 5: Financial Stability: Pūrongo Pūtea**

**Goal 5: Finance Resources**

We have sufficient financial resources to deliver our services and enable our strategy.



**Why it is important?**

We do this to ensure we can resource our Hospice team to deliver our services to satisfy the community needs.

**Objectives**

**Outcomes**

5.1	To understand the financial model needed to support the delivery of our services.	We fully understand our financial model now and what funding is needed now and in the future.
5.2	To have a built-in financial contingency to ensure we can continue our service provision in the event of an unexpected event.	We have a specified financial contingency as directed by the Marlborough Hospice Trust Board.
5.3	To positively collaborate with the Hospice Foundation in the management of our investment funds and in determining the capital fund requirements.	The Hospice Foundation and the Marlborough Hospice Trust have built a sustainable and socially conscious endowment fund.
5.4	To have the right fundraising mechanisms in place, developing new fundraising opportunities to successfully increase gifting and increase revenue.	Hospice Marlborough is the charity of choice for philanthropic giving and that enables the delivery of high-quality contracted care.

**Strategic Theme 6: Supportive Infrastructure: Hanganga Tautoko**

**Goal 6: Infrastructure**

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



**Why it is important?**

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

**Objectives**

6.1

To ensure our infrastructure meets the needs of Hospice Marlborough and we have a long-term infrastructure plan in place.

**Outcomes**

We have the appropriate physical resources to support delivery of an integrated specialist palliative care service.



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