

Te Whare
Kumanu o Wairau



hospice

Marlborough

Strategic Plan 2024-2027





**TE WHARE KUMANU O WAIRAU - HOSPICE MARLBOROUGH
STRATEGIC PLAN 2024-2027**

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Hospice Marlborough Introduction

Introduction from the Chairperson



Lou McKenzie
Chair of the
Marlborough
Hospice Trust

On behalf of the Trustees I am delighted to present our Hospice Marlborough 2024 – 2027 Strategic Plan. The future direction reflects a robust process of gathering input from our team of volunteer Trustees, whom I am privileged to work with, along with the wider hospice team and stakeholders. Our continuing commitment to provide our palliative care services across Marlborough remains central to our vision and mission, underpinned by our four values. Upholding focus on our patients and their whānau, this strategic plan embraces outcomes that continue to develop our model of care, strengthen community relationships, strives to increase our sustainability and looks to maintain a stable, professionally expert team that meets the needs of our community.

Changes in the health sector and the economic environment within which we operate, may present threats such as yet unknown funding levels, but we remain committed and confident to provide for the Marlborough community. Increasingly operating our wrap around care services out in the community, where patients choose to be, is embedded within this strategic plan.

The Marlborough Hospice Trust will continue to address the challenges and opportunities associated with improving the growing needs of our community, supporting our hospice team to deliver on this plan.

Introduction from Chief Executive

Planning forward is always an exciting time for imagineering, exploring innovations, refreshing our thinking and renewing our commitment to the Marlborough community. We have taken a whole team approach in preparing this three-year strategic plan, inviting engagement from volunteers, staff, trustees, wider stakeholders and partners. The patient and their whānau remain our prime focus as we work collaboratively with our partners to deliver a contemporary and expert palliative care service.

The next three years will bring us ongoing challenges as we continue to work hard and demonstrate our true value to the Marlborough community. Supporting our fundraising, making donations, volunteering, interest in filling vacancies ensuring quality staff and the specialist medical and clinical expertise required to meet our obligation to you, our community can be harnessed.

My sincere thanks for your ongoing support that enables us to deliver this strategic plan, supporting more Marlborough people to live and die with compassion, dignity, in comfort and peace, in their place of choice.



Carole Crawford
Chief Executive of
Hospice Marlborough

Hospice Marlborough Services

Hospice Marlborough has provided compassionate, high-quality, specialist palliative care services to the people of Marlborough since 2003. Our services are free of charge to patients and their families irrespective of their religion, ethnicity, or age. Our 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 palliative care. Our dedicated and highly qualified specialist palliative care team meet the needs of our community through a holistic wrap around service of 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 a patient's illness and up to 12 months after their death;
- advice and support to all our health professional colleagues and the organisations involved in a patients' palliative and end of life care;
- training and education for health care professionals to elevate palliative care knowledge and the level of end-of-life care offered in Marlborough
- experience and expertise through regularly conducting research in palliative care; and
- short term equipment loan to patients in the community.

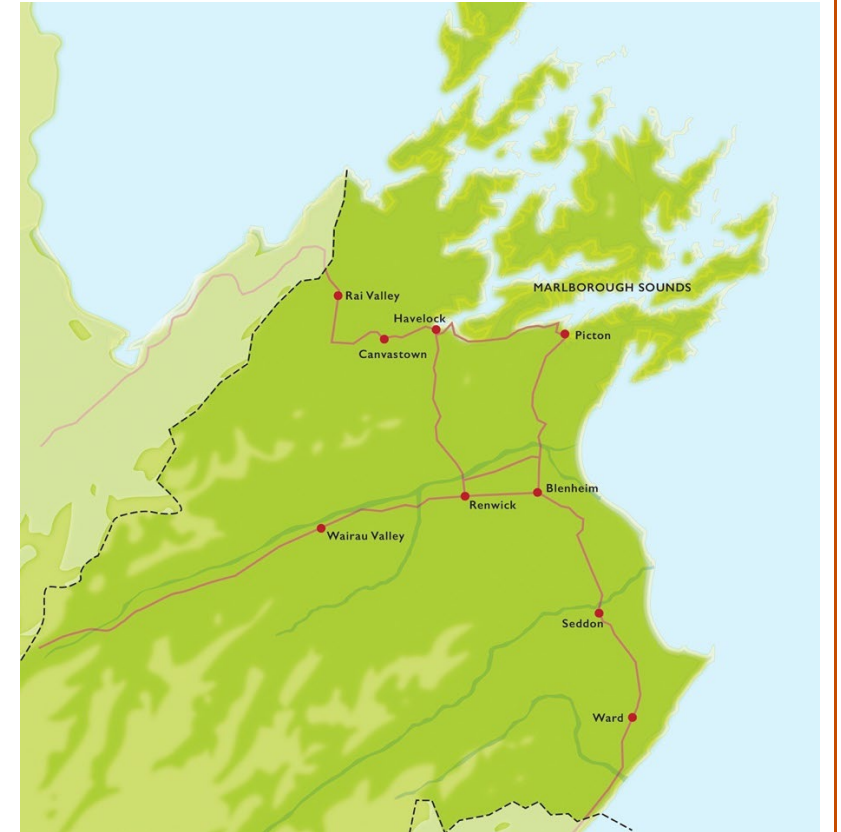
To deliver these services Hospice Marlborough has 40 employees and approximately 170 volunteers. We work collaboratively with local iwi, Te Piki Oranga, Primary Health Organisations, Aged Residential Care Homes and other health organisations and health charities to collectively provide appropriate care.



Marlborough Hospice Focus

The patient is at the centre of everything what we do. We are dedicated to enhancing the quality and accessibility of palliative care in the Marlborough community by transforming how these services are delivered. We are focusing on expanding community-based care options and providing services earlier upstream, whilst maintaining our in-house patient unit for those who need it.

- We 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, Aged Residential Care or hospice).
- We assist our community partners in recognising early signs that warrant referral to our palliative care specialists. This enables us to engage in advance care planning and facilitate difficult conversations about care goals, providing proactive guidance on health care paths and symptom management before any crisis.
- We provide expert palliative care interventions to guide and empower patients and their whānau to make informed decisions about future care that align with their preferences and values. Our approach ensures that their remaining time is spent living well and comfortably rather than in cycles of managing crises and poorly controlled symptoms.



**TE WHARE KUMANU O WAIRAU - HOSPICE MARLBOROUGH
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Our Strategic 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, in their place of choice.

Our Mission - Ā Tātou Mīhana Whāinga

We provide patient and whānau centred specialist palliative care services to our community through a highly skilled and supportive team. We are agile as a service provider and strive to meet the needs of our community by working with patients, whānau and our partners.

Te Tiriti o Waitangi

We will give effect to Te Tiriti o Waitangi principles and ensure that those principles are part of what guides all our mahi – Partnership, Options, Tino Rangatiratanga, Active Protection, Equity.


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	Collaboration and Inclusion Mahi tahi me te Whakauru	Excellence and Integrity Te Kairangi me te Ngaiotanga	Ambition and Innovation Hao me te auaha
Treating people with care, using humility and fairness in our interactions, maintaining their dignity, being empathetic and encouraging throughout.	Working alongside people in the community, valuing individual cultural choices.	Embracing the highest standards whilst being responsible and accountable for all individual and collective actions.	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, our ‘pillars of excellence’, represent the high-level areas that we must focus on to achieve our mission and fulfil our vision. These pillars have guided the development of our goals and objectives.

<p>Strategic Theme 1 Our Model of Care Tō Mātou Taura Manaaki</p>	<p>Strategic Theme 2 Community Relationships Whakawhanaungatanga Hapori</p>	<p>Strategic Theme 3 People and Culture Tāngata Ahurea</p>	<p>Strategic Theme 4 Sustainability Tautinei</p>
<p>Our model of care reflects the needs of our patients, whānau and community, working alongside our partners to provide a comprehensive palliative care service.</p>	<p>Our community provides financial and non-financial support, so we can deliver and achieve more.</p>	<p>Our dedicated team of staff and volunteers are essential in delivering our services.</p>	<p>Our Model of Care needs financial and other assets to ensure sustainability for the future.</p>
			

Strategic Theme 1: Our Model of Care: Tō Mātou Taura Manaaki

Goal 1: Changing our Model of Care

Outcome

We will continue to develop our Model of Care that reflects the needs of our patients, whānau, partners and community.

Our expertise and experience are shared with our partners and together we deliver a contemporary palliative care service.

Objectives

Outcomes

To collaborate with our partners for the integration of all palliative care services in Marlborough to ensure seamless support for patients and their whānau.

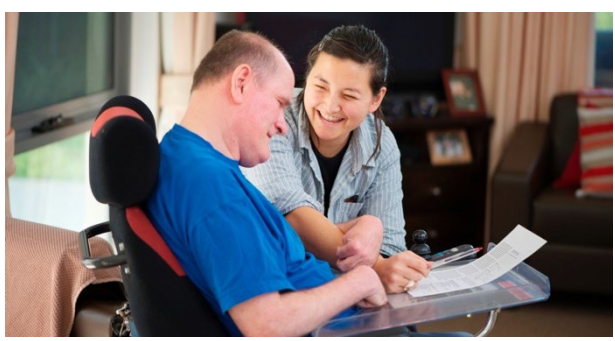
We provide best practice specialist palliative care including advising our partners on service delivery through education and research activities.

To adopt a Clinical Governance approach which involves a framework for accountability, continuous quality improvement in healthcare and active engagement with patients, whānau, partners and the community to understand and meet their needs.

Specialist Palliative Care Services improve and are innovative.

To have a flexible workforce that can provide services to patients and their whanau at their chosen location including rural.

Our Model of Care meets the needs of the community.



Strategic Theme 2: Community Relationships: Whakawhanaungatanga Hapori

Goal 2: Strengthen Community Relationships

Outcome

Whilst meeting our obligations to Ti Tiriti o Waitangi (the Treaty of Waitangi), we will continue to build sustainable networks with our Marlborough Community.

We have strong community support and awareness for our initiatives as well as community participation, to ensure the continuity and expansion of equitable access to compassionate and comprehensive specialist palliative care.

Objectives

Outcomes

To preserve and grow relationships within the wider community including partners and stakeholders.

We understand the connectivity and relationships that exists in the Marlborough Community so we have strong community support.

To have the right mechanisms in place to harness wider community feedback, about their needs and experiences.

We understand our stakeholder needs so we deliver the required services to all ethnicities, maintaining sustainable relationships.



Strategic Theme 3: People and Culture: Tāngata Ahurea

Goal 3: Value Our People and Culture

Outcome

We will support our team in maintaining their skills, health, safety and well-being to effectively serve our community.

A stable professional expert team that meets the needs of the community.

Objectives

Outcomes

To encourage our team to take up professional development opportunities to support the changes in our Model of Care.

We have a team of educated staff and volunteers who are confident to deliver our services in line with our Model of Care.

To honour Ti Tiriti o Waitangi (the Treaty of Waitangi) through bicultural education and training aligning with Māori Mate recommendations.

Our team values individual cultural and diverse differences serving our Marlborough community equitably.

To ensure we foster a culture that creates a safe environment across the organisation, enhancing efficiency, engagement and team cohesion.

The team feel supported in a culture that promotes transparency, open and honest communication, whilst accepting of different points of view.



Strategic Theme 4: Sustainability: Tautinei

Goal 4: Maintain Resources	Outcome
We will have the financial resources and assets to support the Model of Care.	Financial, other resources and assets are aligned to sustain an efficiently managed service.
Objectives	Outcomes
To understand the financial model needed to support the delivery of our services within the Model of Care.	We fully understand the financial model required to support our Model of Care service delivery, including current and future funding requirements.
To have the right fundraising mechanisms in place, developing new fundraising opportunities to successfully increase gifting and revenue.	Hospice Marlborough is the charity of choice for philanthropic giving and that enables the delivery of high-quality contracted care.
To ensure our infrastructure meets the needs of Hospice Marlborough and a long-term infrastructure plan is in place.	We have the appropriate physical infrastructure to support delivery of an integrated specialist palliative care service.
To investigate and implement sustainability initiatives and develop net zero carbon approach throughout our activity.	We are a responsible member of our community and consider the wider implications of our actions, striving to better our practices to minimise waste, energy and our carbon footprint.





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