

North West Hospice Charity

**DEDICATED BEYOND DUTY**

STRATEGIC PLAN 2024 - 2028



## Foreword

As we stride forward with confidence in a post-pandemic era, we are proud to present our strategic plan for the next four years. It is an essential framework that will guide us towards a sustainable and resilient future, where we can continue to make an important impact during some of the most challenging times for our patients and their families.

The strategic plan has not been developed in a vacuum but has come about following an extensive process of listening to our patients, their families and partners, our supporters, and our employed and voluntary staff. They have told us what matters most to them, and we have looked to reflect it in our strategic planning.

In looking to the future, we are particularly conscious of our relationships with our community, and with the HSE. Our community enables us to continue and expand our work, and lets us do more for those who are most in need of our services. Our partnership with the HSE is also vital for our success. By working together, we can continue to drive care standards even higher.

We have also worked to ensure that our Strategic Plan is fully aligned with the Department of Health's goal for Universal Palliative Care, which has as its key objectives: Right Care, Right Place, Right Time, Right People and Good Governance.

Mindful of how quickly our world has been thrown into turmoil in recent years by global conflict and a life-changing pandemic, our strategic plan provides a flexible and responsive framework for the future. It represents a clear direction rather than a fixed roadmap, giving us room to manoeuvre in the face of the unexpected.

Over the coming years, we will develop more specific and targeted plans focused on issues such as patient care and comfort, sustainability of services, staff well-being, technology, and support services. These plans will evolve organically as we work toward becoming an even more integrated and effective part of the local health and care system.

Together, we will take a leading role in shaping palliative and end-of-life care in the North West of Ireland. At the heart of everything we do, our patients, families, and communities will continue to be what matters most to us, and what drive our standards as we strive for continuous improvement.

We are committed to enhancing and developing the highest quality care possible - always mindful of the limited resources available to us - while extending our reach to serve all parts of the community. At all times, we will strive to maintain our unique sense of balance, combining the strategic focus of a business, the compassion of a charity, and the heart and soul of a caring and compassionate hospice.

With enormous and genuine gratitude for your continued support,

***The North West Hospice Charity***



**Olive McTague**  
Charity Manager



**Siobhan O'Dowd**  
Chair of the board

## Why the next four years is so important for North West Hospice

*" The partnership between NorthWest Hospice and the HSE is exemplar in how community organisations and the HSE can work together to provide high quality palliative and end of life care. North West Hospice is rooted in the local community and its work is vital to development of new services, enhancing public understanding of palliative care, and ensuring patients and their families are always at the centre of the care delivery."*

*Maurice Dillon, National Lead for Palliative Care, Access & Integration*



*" I want people to know that this is a unique service that needs to be spread all over Ireland. What NorthWest Hospice is doing is showing leadership and there is nothing like it for quality of service, anything and everything. You have the people there who are dedicated beyond duty. I've a cure going out and I'm happy going home."*

*Sean Owens (90) North West Hospice Patient.*

*" When my mother first went into palliative care, obviously my father was very worried how things would turn out, but once she was in there, his mind was put at rest because of the wonderful care she was receiving. They made it so wonderful we can never forget it."*

*Adrian Tansey, son of former patient, Phyllis Tansey.*

*" Staff were very attentive and supportive of us, they make the journey easier, and they were kind , empathetic and practical, very patient and always available for advice or support."*

*Patient Family Member.*

*" The Kindness, care and support provided to us as a family was exemplary and is greatly appreciated."*

*Patient Family Member*

## What we do

North West Hospice Charity is a company limited by guarantee and an Irish registered charity (no: CHY7983). It fundraises on behalf of North West Hospice to complement and enhance the clinical services provided by the Health Service Executive (HSE). We are recognised with 'Triple Lock' status by the Charities Institute Ireland (CII), a distinction reserved for charities demonstrating the highest standards in transparent reporting, ethical fundraising, and strong governance structures. This important third-party recognition for North West Hospice Charity ensures trust and accountability for donors, members, and the general public.

Dedicated to enhancing the well-being of patients and their families, North West Hospice Charity collaborates closely with medical professionals to identify and address specific needs, focusing on continuous service development and facility enhancement. While the HSE covers core running costs, North West Hospice Charity relies on the generosity of individuals, patients, families, the public, and various organisations - through donations and fundraising events - to support specialised care needs, acquire equipment, and offer necessary support to patients, staff and families.

The North West Hospice provides excellence in palliative and end-of-life care for patients and their families. The hospice is a quiet, calm and supportive environment where staff spend time with our patients and their families, getting to know them, listening to them and ensuring that all their needs are met.

In addition to the medical and nursing care we provide, we offer a complete range of support services such as social work, physiotherapy, occupational therapy, spiritual and emotional wellbeing.

At its simplest, hospice care eases the physical and emotional pain of death and dying, but it is not focused on death alone. Rather, it's about letting people focus on living right until the very end. This provides an experience that not only comforts the patient but is of enormous value afterwards for family and friends as they reflect on a life well lived and well ended.

Care is provided in a number of places including our Sligo Hospice, Sligo University Hospital and in the homes of patients throughout Sligo, Leitrim, South Donegal and West Cavan. Family members, close friends and carers are also supported, both during a person's illness and in bereavement. We are deeply passionate about working closely with those we serve, our communities and our partner organisations. Together, we aim to reach all those who may benefit from our exceptional, person-centred care.



*"During our loved one's final hours, the hospice nurse stayed by our side and offered every comfort possible. It made such a difference to the family to have her by our side at the time of death."*

*Patient Family Member*



*"Being part of the North West Hospice team in a voluntary capacity is a huge honour and has brought huge fulfilment to my retirement years, it is great to feel part of a compassionate community."*

*Hospice Volunteer*

## Arriving at our strategic direction.

In looking to arrive at a sustainable strategic direction that will provide us with the flexibility and the resilience that our organisation needs, our challenge has been to find the right balance between a range of competing needs and demands that grow stronger with each passing year.

These needs include continually developing our services, supporting a capital build project, finding ways to respond to the increasing demand in a climate of less predictable funding, and responding to the unprecedented pressure on health and care services that an aging population creates.

In keeping with our people-centred approach, our clear and exciting strategy has been developed following a lengthy process of listening to our patients, families, partners, supporters and our employed and voluntary staff. It also reflects the views of the many supporters and donors who stand with us every day in helping us turn our vision of care into reality.

The plan has been designed to provide flexibility in the face of changing needs within the communities we serve, along with new and emerging socio-economic challenges that we face.

Mindful of this rapidly changing landscape in which we operate, we recognise the need to regularly revisit our objectives during the operation of the strategy for the North West Hospice over the next four years.



"The partnership between the HSE and North West Hospice Charity is integral to enhancing our high-quality care to patients in our region. This relationship reflects our shared dedication to supporting patients and families in our community.

As we look ahead to the next four years, I am confident that North West Hospice will continue to deliver excellence in palliative care with the continued support of North West Hospice Charity."

*Dr. Cathryn Bogan, Consultant in Palliative Medicine  
and Clinical Lead, North West Hospice*



"The collaboration between the HSE and the charity is at the heart of everything we do, enabling us to enhance our care and support to our community.

This strategic plan is more than a guide – it is a shared vision for the future of palliative care in the North West. I am very proud of what we have achieved together and excited for the future ahead as we continue to work together for the patients and families in our community that requires our service."

*Nuala Ginnelly, Operational Lead North West Hospice*

## Our Values, Our Vision and Our Purpose

It is impossible to predict where we are going in the future without first defining where we are right now. As part of our work to develop our Strategic Plan, we undertook an important and insightful exercise in which we consulted key stakeholders of the North West Hospice to identify our core values - as well as the everyday behaviours that demonstrate our commitment to those values.

These values are central to the culture and ethos of North West Hospice, and underpin what makes our Hospice such a special place for the people we care for, and also for the wonderful team which we are so fortunate to have working on our side.

**We also examined our core Vision and Purpose, which lie at the heart of our identity and will be key drivers of our future success.**



## Vision, Purpose & Value 2024 - 2028

### OUR VISION

To offer excellence in specialist palliative care service for everyone in the North West community.

### OUR PURPOSE

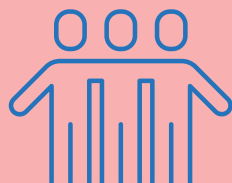
To support, enhance and develop the provision of seamless specialist palliative care - in partnership with the HSE - to those living with life limiting illness in our community

### OUR VALUES



#### COMPASSION

We care deeply, both as a collective and as individuals, for the people we are so privileged to serve.



#### COMMUNITY

We work together with our community and are indebted for the support we receive from them in allowing us to continue with our work.



#### EXCELLENCE

We take enormous pride in the impact we have on the lives of our patients and their families, and constantly strive to improve on our standards of care.



#### EQUALITY

We respect the integrity and worth of everyone

## Our 5 Strategic Pillars

### TOGETHER WE ARE BETTER.

Alongside the HSE, we promise to cultivate strong partnerships with local services, fostering an environment where North West Hospice, local services and our charity work combine as one to deliver specialised care.

We are also committed to upholding shared values and maintaining a service ethos that prioritises the wellbeing of our patients, families, staff and volunteers. We are committed to providing the right care, in the right place, at the right time.



### CONTINUE TO BE A LEADING CENTRE OF EXCELLENCE FOR PALLIATIVE CARE IN THE NORTH WEST.

Our promise is to provide the highest standard of palliative care through our commitment to innovation and strategic planning.

We strive to be more than just a hospice - we aim to be a leading centre of excellence in specialist palliative care and provide holistic care that respects dignity and autonomy.

Our new facilities and seamless transition of services, provided in partnership with the HSE, underscore our dedication to this mission, and help us deliver our promise of the right care.



### SERVICES ROOTED WITHIN OUR COMMUNITY.

We promise to provide comprehensive services that are deeply rooted within our community.

We will strive to empower and advocate for our patients, serving as a hub for ambulatory clinics and equipment.

We promise to support our community with improved out of hours and emergency care supports ensuring that everyone has access to the care they need, when they need it.

This brings our promise of the right place and right time to life.



### GOING BEYOND TO COMFORT.

We promise to always provide comprehensive and compassionate care, in keeping with our promise of the right care.

We will go beyond traditional treatments to support not only our patients, but also their loved ones.

This includes providing holistic treatments that will meet the needs of our community such as physical, emotional, psychosocial and spiritual needs.



### DRIVING AWARENESS TO EDUCATE AND PREPARE.

We promise to empower, educate, and support individuals and communities in understanding and accessing quality palliative care, while advocating through thought leadership, research via public and patient involvement, good governance, hosting an annual national conference on palliative care, and presence at conference platforms.



## Our 5 Strategic Pillars

### TOGETHER WE ARE BETTER.



1. Continue the strong partnership between the HSE and the charity.
2. Maintain regular, transparent communication with North West Hospice staff and volunteers to keep everyone informed, engaged, and aligned - including staff training and retention.
3. Implement a Patient and Staff Advocacy Group Programme. annual national conference on palliative care, and presence at conference platforms.

### GOING BEYOND TO COMFORT.



1. Family and carer support for the challenges of living with a life limiting illness.
2. Develop strategic partnerships to enable us to work with key organisations in our community
3. Develop bereavement services.

### CONTINUE TO BE A LEADING CENTRE OF EXCELLENCE FOR PALLIATIVE CARE IN THE NORTH WEST.



1. Assist in the enhancement and establishment of key added value items to the new build.
2. Ensure a seamless transition of services by facilitating smooth transitions for patients, staff, and volunteers.
3. Strive to ensure that staff resources are adequate to sustain quality service levels.
4. Provide holistic and compassionate care beyond traditional treatments through a commitment to innovation

### DRIVING AWARENESS TO EDUCATE AND PREPARE.



1. Implement communication and outreach to give the general public a greater visibility of existing services, with clear signposting of information.
2. Enhance staff and community understanding of palliative care through social media campaigns, quotes from patients or families, educational videos featuring patients and families, and awareness initiatives.
3. Continue developing the Explorations Conference as a leading platform for discussing key topics affecting palliative care in Ireland.
4. Establish a research department at the North West Hospice.

### SERVICES ROOTED WITHIN OUR COMMUNITY.



1. Develop Leitrim Hub
2. Develop day and community services, including dietetic.
3. Utilise innovation to assist families and staff.
4. Build relationships with key community support groups.

## We couldn't have done it without you.

This strategy was developed in close consultation with our staff, volunteers, donors, patients, GPs, nursing homes, and other valued partners.

We thank all those who gave their time so willingly and so generously – we simply can't achieve the ambitious goals in our strategy without your support.

To find out how you or your organisation can help us reach our vision of hospice care for all - for now and forever - please visit [www.northwesthospice.ie/donate](http://www.northwesthospice.ie/donate).





