



Our strategy

2025-2030



Our mission

Pendleside exists to enhance the quality of life for people living in our community with advancing long term and life limiting illnesses, through to end of life and in bereavement.



Introduction

Pendleside Hospice was founded as a charity in 1988 and since its inception, the Hospice has seen the demand for its services grow year on year. Furthermore, the environment in which the charity works and the people it supports have changed significantly. Pendleside is now caring for patients with a more diverse range of needs and medical conditions, and we are operating in what are often uncertain social and economic times.

Pendleside Hospice provides care and support for those in need, across the area of Burnley and Pendle, supporting a population of over 190,500 people. It also provides inpatient care to people living in the Rossendale locality.



What we know about the demand for our services in the future

As a result of people living longer, with often multiple health conditions and increasingly complex needs, the demand for palliative and end of life care, including hospice care, is growing. Overall, the demand for palliative care services is expected to almost double by 2040.

There is also a recognised need for these services to reach underserved communities and to people who are missing out on vital care.

What we know right now about the health and population of our Burnley and Pendle communities

Burnley and Pendle has a growing and diverse population, for example:

- Population growth in Burnley and Pendle is above average for the Northwest of England.
- Some of our neighbourhoods in Burnley and Pendle are in the 20% most disadvantaged areas for health deprivation in the country.
- Pendle has the highest percentage of people identifying as Pakistani in the country, according to the 2021 census.

More people in our community are living with complex long-term conditions such as frailty and dementia, which require specialist management.

The premature death rate (below 75) is higher in Burnley and Pendle, than in England overall.

Burnley has one of the highest respiratory death rates in England. The top three causes of deaths in Burnley and Pendle are due to cancer, cardiovascular disease and chronic respiratory disease.

Consequently, it is important to consider the inequalities and wider underlying health information in these areas, within our strategy.

Our strategy

Our strategy for 2025 -2030 outlines our vision, mission and objectives for the next five years, and how we plan to deliver this.

To help us develop our strategy, it was very important to listen to as many voices as possible, including our patients and their families, members of our community, people we work closely with, as well as employees and volunteers, to ensure our strategy is representative of the communities we serve.

Each year, an annual review will be undertaken, mapping the progress the Hospice is making in achieving its strategic aims and updating these where it is deemed necessary.

Meeting the needs of our community

A central focus of this Strategy is our dedication to making sure our services are future-ready, enabling us to effectively support those living in our neighbourhoods who rely on us.

We understand that achieving this cannot be done alone — it requires collaboration with both existing partners and the development of new partnerships.



Explaining our keywords

Palliative care

Palliative care is an approach that aims to improve the quality of life of patients, and their families, facing problems associated with life limiting illnesses (World Health Organisation).

It aims to make patients as comfortable as possible by managing pain and other distressing symptoms.

It also involves psychological, social and spiritual support for patients as well as their families or care givers.

Being offered palliative care does not always mean someone is going to die soon — often, palliative care is given over a long period of time.

It is about ensuring people get the right support, at the right time, to make the most of life.

End of life care

The term “end of life” generally refers to the last year of a person's life.

End of life care is about helping people to make the most of the time they have left.

It is about understanding the person's needs and listening to their wishes, to ensure the person and their loved ones get the right treatment and support during this time.

Importantly, it is about making the person feel as comfortable as possible, as they approach the end of their life, and ensuring that they have a compassionate and dignified death.

Philosophy of care

Pendleside Hospice endeavours to promote and enhance the quality of life for people with advancing long term and life limiting illnesses, and those important to them. It does this by delivering specialist and holistic palliative and end of life care, which addresses each person's individually assessed physical, psychological, social and spiritual needs.

Our care is planned and continually monitored to ensure appropriateness, as needs may change. Effective communication with the people we serve is fundamental to our relationship with them. Their confidentiality, privacy, dignity and choice are respected at all times.

Our multi-disciplinary approach facilitates integrated support across all of our services.

Care is underpinned by relevant research, best practice guidance and professional codes of practice.



Our values

Our values underpin everything that we do.

Care

We ensure a professional standard of high quality care provision, delivered with kindness, dignity and respect.

Compassion

We ensure that a compassionate and non-judgemental approach remains central to the delivery of our services.

Support

We ensure that each individual person is listened to, their individual needs respected and contribution valued.



Our vision

Every adult with long term and advancing life limiting illnesses, and those most important to them, within our community, will receive timely and equitable access to high quality services, delivered by appropriately trained staff and volunteers.



Our overall aim

To provide high quality services to our local communities, which are easily accessible by all who needs them.



Five pillars of Pendleside



1

Proud to be
Pendleside

2

Community
collaboration

3

Care
delivery

4

Good
governance

5

Sustainability



Proud to be Pendleside

Goal:

To ensure our people identify Pendleside Hospice as a good place to work/volunteer and we are the health care organisation of choice to work/volunteer for.

Objectives:

- Effective leadership; providing timely, competent and effective communication, engagement and decision making
- Deliver a People Strategy which ensures the organisation's mission, vision, values and goals are achieved
- Maintain a resilient workforce where the health and wellbeing of every one is recognised as paramount
- Maintain a volunteer network, enhancing sustainability and development of volunteer roles
- Our people have the skills, knowledge and competencies to be able to carry out their role effectively
- Our people have the opportunity to develop their career with us
- Empower our people to be ambassadors for Pendleside

Community collaboration

Goal:

To have a strong presence throughout our community, leading and championing improvements in end of life care, and by mobilising community engagement and support.

Objectives:

- Identify, understand and engage with our community and relevant stakeholders, to increase awareness of our services and help influence future service development
- Develop partnerships which will enhance the provision of palliative and end of life care
- Participate in the planning and delivery of local and national palliative and end of life services
- Develop a community and education hub for palliative and end of life care
- Identify and understand any internal or external barriers preventing communities accessing our services and act accordingly



Care delivery

Good governance

Sustainability

Goal:

To provide high quality person centered care, ensuring people have the "right care, at the right time, in the right place".

Objectives:

- Services fit well with the wider health and social care system, working collaboratively with partners to ensure care is well organised and effective
- Reach out to as many people as possible who need our support
- Our services are equitable, responsive and delivered efficiently
- Care is delivered in the person's preferred place of care, wherever possible
- Promote autonomy, choice and independence for our service users, including supporting with advance care planning
- Correct resources are in place; staff, equipment, training, education and facilities, in order to deliver our services
- People who use our services are involved in their review and development

Goal:

To meet our regulatory requirements and manage risks effectively.

Objectives:

- Governance systems are relevant, up to date, appropriate, effective and owned by our people
- Compliance with all applicable regulatory requirements and best practice guidance
- Aspire to maintain our Outstanding Care Quality Commission rating
- Maintain safety, identify risks, and continually manage and review
- Protect our people, service users and supporters with robust safeguarding measures
- Monitor and use outcome measures, service user feedback and relevant data, to ensure we are meeting our goals, organisational effectiveness and efficiency, using the information to support service development

Goal:

To ensure our Hospice is sustainable for the future.

Objectives:

- Maximise organisational impact through robust financial management, to maintain financial security
- Develop robust strategies for income generation, identifying new opportunities where possible
- Effective cost control measures are in place
- Enhance digital services and IT infrastructure to support the delivery and development of our services
- Future plan our services to ensure that they remain relevant and fit for purpose
- Develop a culture of positivity and adaptability, enabling the Hospice to adapt to the changing environment in which it functions
- Future proof the buildings and environment in which the services operate, ensuring they are safe, adequately maintained and fit for purpose
- Develop a strategy to promote environmental sustainability

Our services

Our services aim to meet the needs of those in our community who need our support.

Pendleside cares for approximately 2,000 people each year, across a number of services. These include:

- ♥ Inpatient Unit
- ♥ Community services including Hospice at Home
- ♥ Health, Wellbeing and Rehabilitation services including outpatients
- ♥ Family support including carer and bereavement support
- ♥ Spiritual care
- ♥ Complementary therapy
- ♥ Psychological support
- ♥ Meals on Wheels

Our services are available to adults, 18 years and over. In exceptional circumstances, patients between the age of 17 and 18 will be allowed to access Hospice services. This will be assessed on an individual basis and only agreed when access to external children's services is not appropriate.

However, the Family Support and Bereavement service provides support to children, adolescents and adults.

Services are supported by Pendleside's Catering and Domestic, Maintenance, Finance and Administration, Fundraising and Retail teams



Our charter

The Hospice is committed to ensuring effective leadership, to enhance our services. We recognise that Pendleside cannot achieve its vision and organisational success without the full engagement and teamwork of all who work and volunteer at the Hospice.

The Pendleside Charter summarises the behaviours and standards agreed and defined by the Pendleside team. This endeavors to ensure a culture of adaptability, inclusivity, safety, responsiveness, effective communication and caring for all.



Pendleside Behaviours

- P POSITIVE**
- E EMPOWERING**
- N NURTURING**
- D DEDICATED**
- L LEARNING**
- E EMPATHETIC**
- S SUPPORTIVE**
- I INNOVATIVE**
- D DYNAMIC**
- E ENCOMPASSING**



Our people

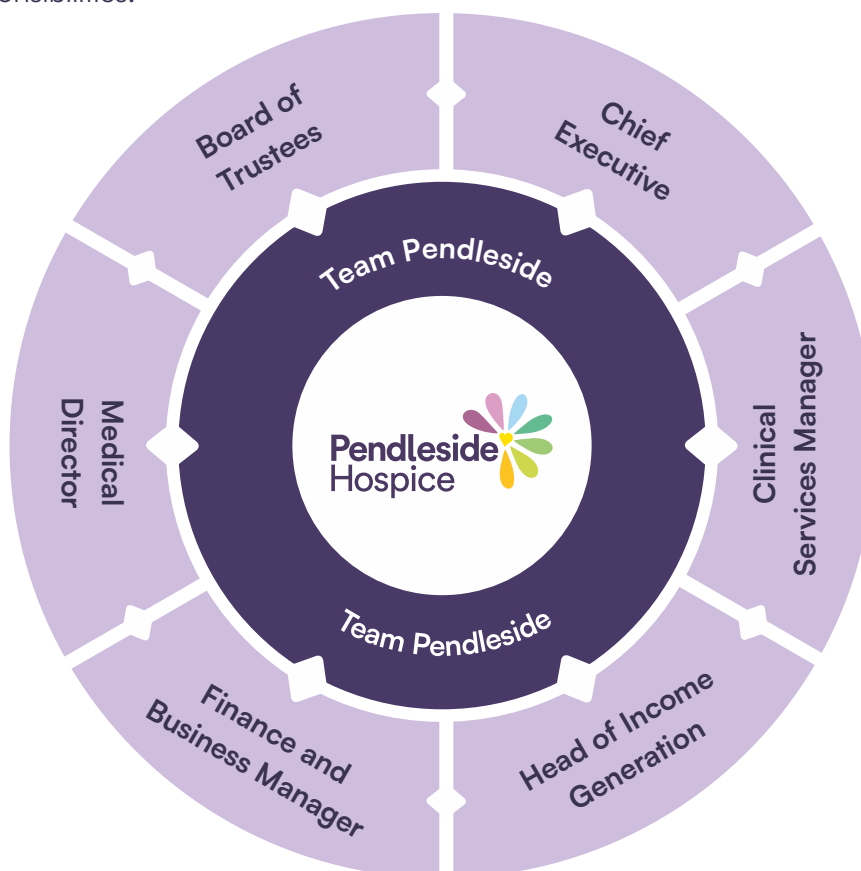
Pendleside Hospice is governed by a Board of Trustees that takes overall responsibility for its work and is managed by a Senior Management Team.

The Board of Trustees is made up of volunteers with particular skills and expertise in a variety of fields and led by a Chairman.

The Senior Management Team is led by the Chief Executive and has four other members with specific responsibilities.

Pendleside currently has over 140 employees across the organisation working both full time and part time. In addition, the Hospice has a bank of health care professionals and ancillary staff.

Volunteers are an integral part of the Hospice team with over 400 volunteers, each one playing an invaluable role either within Pendleside and/or our local community.





Pendleside Hospice

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Proud to be Pendleside

Community collaboration

Care delivery

Good governance

Sustainability

Our values underpin everything that we do.

Care | Compassion | Support



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