



Growing Together: The Future of Saint Francis Hospice

5 Year Strategy
2025-30



A message from our CEO and Chair

At Saint Francis Hospice, we are dedicated to providing expert, compassionate palliative and end-of-life care to those who need us. Rated Outstanding by the Care Quality Commission again in 2025, we have been a trusted part of our community for over 40 years, supporting people of all backgrounds across Barking & Dagenham, Brentwood, Havering, Redbridge, and parts of West Essex.

Our new five-year strategy is built on bold ambition: to reach more people, strengthen our partnerships, invest in our exceptional team, and create a sustainable future for our Hospice.

We are grateful to all of our partners and supporters, who have helped fuel our work. We hope you continue to stand by us and with us. By growing together, we can make a lasting impact.



Grazina Berry CEO, and Mary Edwards, Chair.

Summary – what do we need to do?

1 Our hospice's new five-year strategy is focused on growth, scale, and impact, ensuring we meet the rising demand for person-centred end-of-life and palliative care. We aim to develop and expand our services, making them more accessible to individuals and their loved ones across all communities that we serve.

2 Collaboration is key to delivering more joined-up care, so we will strengthen partnerships and work more closely with others. Raising our profile will also be vital, helping to promote the right for everyone to age and die well, in a place of their choice.

3 To achieve this, we will foster a growth mindset across our workforce, empowering staff and volunteers to think creatively and use resources efficiently and effectively. We will also focus on increasing income across all funding streams, demonstrating the value we bring to the wider healthcare system.

4 Finally, we will transform the way we work through technology, data, and streamlined processes, all underpinned by compassionate, collaborative, and empowering leadership.



The case for growth: opportunities to increase our reach and impact

Scaling our Hospice at Home and community services, provided by increasingly more diverse and culturally informed teams representative of the communities served

Persuading our NHS funders through tangible evidence of our value and impact to increase their funding for the long-term

Developing our services so they become more dementia and frailty inclusive, as well as accessible to our increasingly diverse communities

Playing a proactive role across our communities in shaping excellent end-of-life care provision, working collaboratively and making our work and impact more visible

Expanding access to our care so no-one is left out

Nimble organisation, digitally and data savvy, where people continue to want to work, volunteer and build a career



“Support people to have safe, dignified and appropriate treatment that meets their needs, whether in their own homes or in other healthcare settings. Support families to manage dealing with end-of-life planning, empowering positive decisions and, where they have capacity, ensuring individuals are at the heart of all decisions.”

Who we are and what we stand for

Saint Francis Hospice is an expert provider of outstanding palliative and end-of-life care, for over 40 years serving a population of nearly 1 million, spread across Barking and Dagenham, Brentwood, Havering, Redbridge, and parts of West Essex.

Our Vision

is the best care for all at the end of life.

Our Mission

is to ensure that everyone in our community has access to excellent palliative and end-of-life care before, during and after death.



Who we are and what we stand for

All our work over the next five years will be guided by

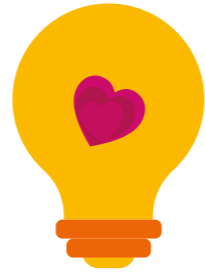
Our Values



Compassionate – we are a caring team, kind to each other and put the needs of individuals and their loved ones at the heart of what we do.



Collaborative – we value working in partnership across our communities and are proactive about nurturing relationships with our stakeholders.



Creative – we are forward-thinking, adaptable in our changing world and embrace change and innovative ways of working.

Key principles underpinning our work



What we need to achieve and why

Goal 1 Scale

We will develop and scale our Hospice's services, expanding reach and addressing equity of access challenges that our communities face.

We will work closely with our care teams and partners to ensure our services are well-integrated and tailored to the unique needs of each community. By strengthening partnerships, we will improve access to hospice care, ensuring that everyone who needs our support can receive it in a timely manner.

To achieve this, we will expand our care models to bring hospice support closer to people's homes. We will invest in quality, research, and training to improve care, support innovation, and help our teams and partners reach more people in need.



What we need to achieve and why

Goal 2 Collaborate

We will collaborate with partners and stakeholders across the communities we serve for greater impact.

We will strengthen our connections with all communities, especially those who need us most, to ensure people get the right support before, during, and after death, in a place of their choosing. By raising our profile locally and nationally, we will lead the way in palliative and end-of-life care, working closely with others to make a bigger impact.

To do this, we will review and build partnerships that help us reach more people and work more effectively. We will also foster a strong, united approach across our teams and improve how we manage relationships and partnerships, using better systems to track and enhance our work.



What we need to achieve and why

Goal 3 Invest

We will invest in our people so that we can become the employer and volunteer-engager of choice in palliative and end-of-life care.

We will create a strong internal communications plan to keep all employees and volunteers informed and engaged. We will also strengthen our commitment to equality, diversity, and inclusion, ensuring our workforce reflects the communities we serve.

To achieve this, we will improve the way we work to better deliver our strategy. We will attract and retain talented people by offering clear career and development opportunities, helping our staff and volunteers grow and succeed while supporting the Hospice's vision.



What we need to achieve and why

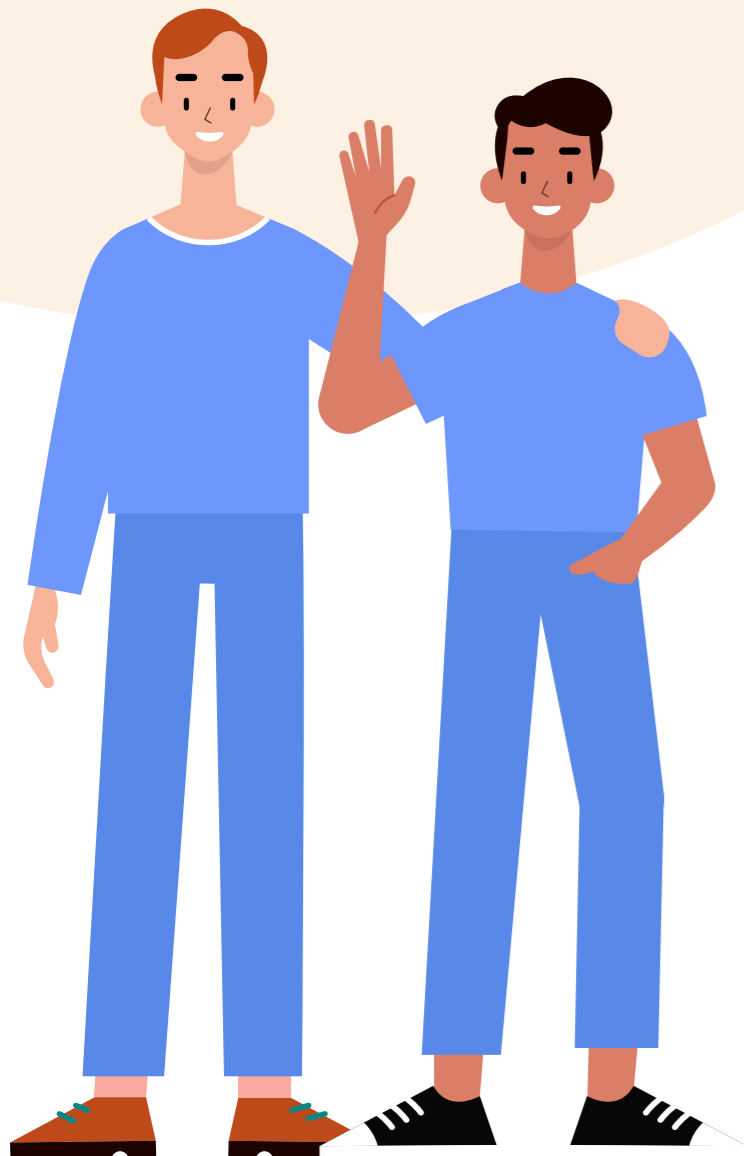
Goal 4 Create

We will create a sustainable organisation for the future.

We will strengthen our partnerships with statutory funders to secure long-term financial support, ensuring we can continue delivering vital care. We will grow and diversify our voluntary income through innovative fundraising and retail strategies that engage our community and create sustainable revenue.

We will invest in digital transformation to improve efficiency, streamline data management, and support better decision-making. We will also develop a green strategy to reduce our carbon footprint, and promote sustainable practices across the organisation.

Finally, we will create a resilient and adaptable operating model to safeguard the future of the Hospice, ensuring we can continue to provide outstanding care for generations to come.



Thank you, let's grow together

As the demand for our expert, compassionate care and support grows, there is always more to do, and we cannot do it alone.

We extend our heartfelt gratitude to our supporters and partners. Your generosity, collaboration, and dedication make it possible for us to deliver compassionate, expert care to those who need it most.

Together, we are making a lasting difference in the lives of individuals and people important to them across our communities.

Thank you for making everything we do possible.



Saint Francis Hospice

Caring for you

Inspected and rated

Outstanding 



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