

Sue Ryder



Strategy 2018–2023
More care for more people

We are pleased to present the **Sue Ryder Strategy for 2018–2023**

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At Sue Ryder we provide hospice and neurological care for people facing a frightening, life-changing diagnosis. We do whatever we can to be a safety net for our patients and loved ones at the most difficult time of their lives, at all times seeing the person and not the condition. We believe passionately that people should have choice and control over their care.

The next five years offer a number of challenges in the healthcare field. A growing population and more people being diagnosed with complex conditions means that not only will demand for care increase; but delivering this will put more pressure on health systems, staff and resources. Our five-year strategy details how we will deliver more care for more people and adapt to this changing landscape; taking advantage of the opportunities this presents.

Traditional methods of delivering care are changing and we want Sue Ryder to be in the position to adapt to and influence that change. We want to deliver services that meet the needs of more people, enable them to access personalised, life-enhancing care, and work with partner organisations to expand the reach of our care.

We know it will be challenging; but this strategy will outline how we plan to achieve these objectives and how they will influence the way we deliver care in the future.

With best wishes,

Heidi Travis, Chief Executive

Neil Goulden Chair of Trustees

Our ambition is to deliver **more care for more people**

We know that everyone, regardless of diagnosis, wants to make their own choices about their care. They also want to know they are supported and that what's important to them and their family is taken into account.

We care for people with very complex conditions in our hospices and neurological care centres, and provide care in people's homes and in the community. We look to use our experience to influence commissioners and policy makers, as well as partners from other health providers.

We have transformed in the last three years to create a more efficient and effective organisation. Over the next five years, we want to change the way we provide services. For both our end of life and specialist neurological care, we will increase our community-based nurses to provide more community-based care. We'll also invest in and take advantage of new models of care.

Our strategic aims

Over the next five years we will work on two strategic aims:

- Provide care and support for more people.
- Influence new models of care across the UK.

By 2023 we want to **double the number of people** that we care for and support



Strategic aim one:

Provide care and support for more people

- 4 People should always be in control of their care, and should be able to access expert support and advice to make choices about how and where they receive their care.

Our services

Demand is growing for our end of life services and specialist neurological care. We will target our service models and make our services a priority development.

End of life services

- Grow community services, providing more general end of life care alongside our specialist palliative community nurses.
- Increase the number of community-based nurses.
- Explore hub models in localities; test and refine.
- Provide a flexible and responsive service according to need.
- Work with commissioners to develop partnership services.

Neurological services

- Re-provision two to three of our current services.
- Focus on the 'hub and spoke' model of specialist neurological care.
- Grow community offer with care at home, and specialist day services.
- Increase supported living service linked to centres to provide 'step up step down' care.

Online community

- Grow and expand our successful online community using a research led approach.
- Develop our online services using a user-led approach.
- Be leaders in best practice, governance and professional support.

Involving the people we care for

- We will increase real-time feedback to make sure our services are responsive and suitable for need.
- A model will be implemented to embrace people's views on our organisation development.

We will target our service models and **make our services a priority** development.

Jessica Muggridge
Nursing Assistant
St John's Hospital Inpatient Unit

Strategic aim two: **Influence new models of care across the UK**

- 6 We will look to use our expertise to influence the way care is delivered. We will work with all partners to ensure more people are cared for in the most appropriate way; using new models to deliver efficient services to more people.

We will continue to work with our partners to influence government policy for end of life care and build on our influencing success for neurological care in Scotland.

Invest in technology

- We will invest and expand our online health provision to reach more people.
- We will explore the concept of telehealth.
- Develop two new routes of emerging state of the art technology; digital assistance and virtual reality for cognitive needs.
- We will support collaborative technology i.e. patient records.

Demonstrate new models for all healthcare services

- We will engage with commissioners.
- We will trial new models of care for our neurological clients.
- We will engage with the people we care for to understand what helps them live their life to the fullest.

Put research at the heart of innovation

- We will develop a comprehensive research strategy.
- We will demonstrate the effectiveness of our research by clinical and enhanced living outcomes.
- We will research how technology can best enhance the lives of all our clients.



In partnership with commissioners **we will trial new models** for end of life care

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What we will do differently to achieve our ambition

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We will be proactive, efficient and forward-thinking. For too long we have continued to operate models that are no longer appropriate. We have made great progress and our staff have worked hard to move the organisation forward. We are now ready to face the next challenge and deliver our ambition for 2023.

Build our brand

- Be recognised as a provider of care that puts people at the heart of everything we do.
- Have consistent messaging, visual identity and invest in brand-led communications.
- Develop a Sue Ryder Nurse identity so that they are recognised nationally.

Financials

- Continue to build an efficient and financially sustainable organisation.
- Drive income streams that enable us to be financially independent.
- Review the scale of investment in our growing income channels including retail, lottery and legacy.
- Build new income activity; a flagship event; look at new technology partners.

A training organisation

- Invest in the development of our nurses.
- Map our internal talent and develop our own people .
- Recruit the very best people.
- Become experts in delivering human rights training.
- Develop e-learning across the organisation.
- Develop education for our leaders and colleagues.

Volunteers

- Increase our volunteer numbers.
- Implement volunteer models that support community service delivery.
- Use the skills, knowledge and passion of our volunteers to ensure people are at the heart of everything we do.



We will invest in the **development of our nurses**

What makes us ready to deliver?

- Sue Ryder is a special organisation because we understand and are experts in the problems that so many people face.
- We have skilled and expert consultants, doctors, nurses and carers.
- We have service user and family voices to share stories and influence models of care.
- We are passionate that our patient and resident relationship means we can speak authoritatively about care.
- We are sustainable and ready to deliver change.

We are now **ready to face the next challenge** and deliver our ambition for 2023

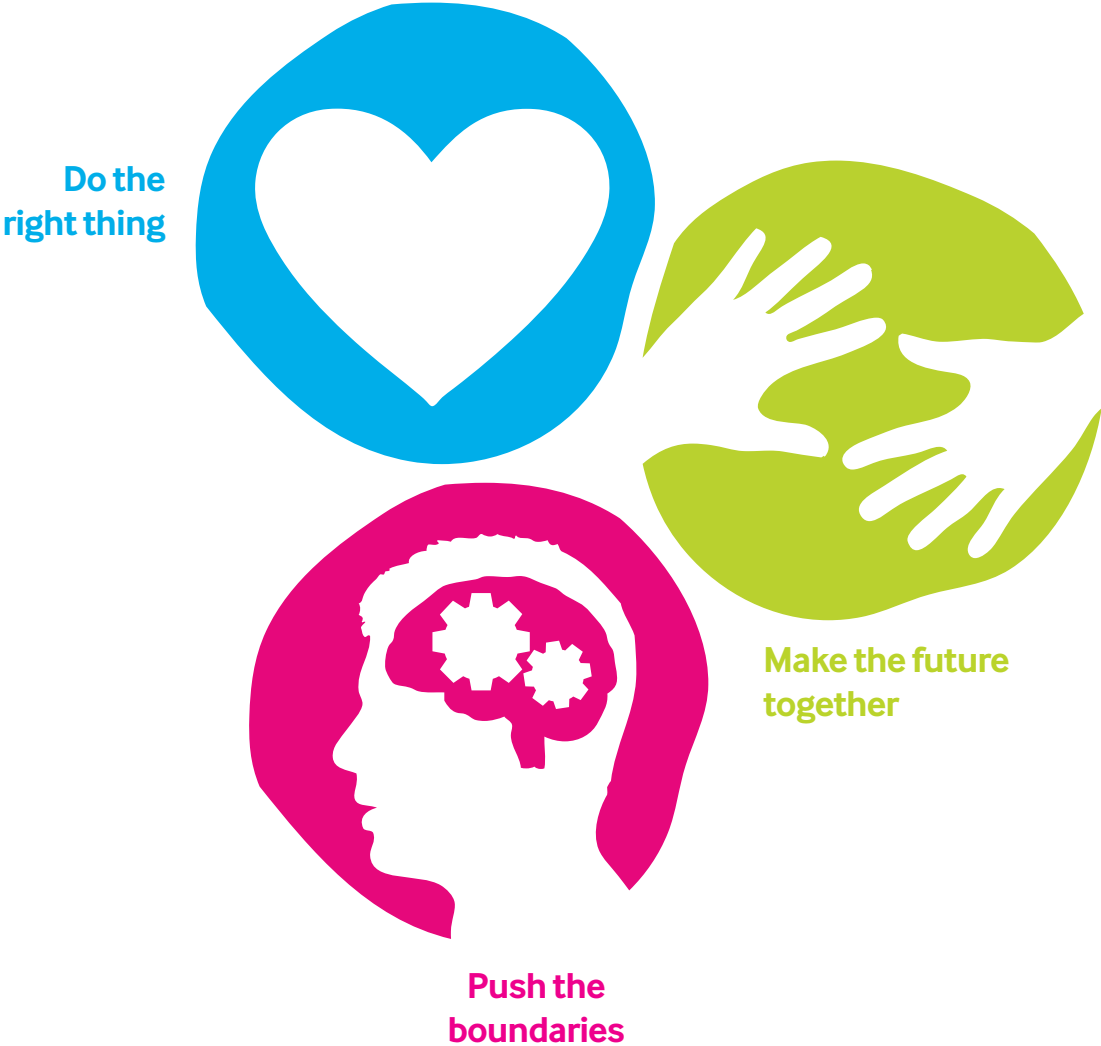


Everything we do will be underpinned by our Sue Ryder values

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Our values

- 1. **Make the future together** - sharing our knowledge with each other and collaborating with our volunteers, supporters and people who use our services to deliver positive outcomes.
- 2. **Do the right thing** - working with honesty and integrity, having courage and resilience to face the challenges in delivering our goals.
- 3. **Push the boundaries** - constantly looking at ways to improve what we do and how we do it, with creativity and innovation.





Sue Ryder provides hospice and neurological care for people facing a frightening, life-changing diagnosis. It's not just expert medical care we provide. It's the emotional support and practical things we take care of too. We do whatever we can to be a safety net for our patients and their loved ones at the most difficult time of their lives.

Not only do we treat more conditions than any other UK charity in our hospices, neurological care centres and out in the community; we also campaign to improve the lives of people living with them. We see the person, not the condition, taking time to understand the small things that help that person live the fullest life they can.

For more information about Sue Ryder

Sue Ryder

183 Eversholt Street
London
NW1 1BU

call: 0808 164 4572

email: info@sue Ryder.org

visit: www.sue Ryder.org

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