

Our Strategy 2025 - 28



Rennie Grove Peace



**A future
where every
individual is
empowered
to live well
and die well.**

Excellent palliative and end of life care, now and in the future



Where are we today?

At Rennie Grove Peace Hospice Care, we're proud to offer excellent palliative and end of life care to those living with a progressive life-limiting illness in the place that best suits their needs or wishes.

As a hospice care charity, we have offered this support, free of charge, for over 40 years.

Today we operate within Buckinghamshire and Hertfordshire, in people's homes, in care homes, in the community, and in our specialist purpose-built facilities in Watford and St Albans.

Our team of 340+ includes a wide range of patient-facing disciplines plus operational support based in Watford, Tring, St Albans, Chalfont St Giles and Berkhamsted.

Looking after over 4,500 patients a year, as well as those around them, is a huge privilege, one we simply could not achieve without the incredible support of our 1600+ strong volunteer workforce. I would like to thank each of those who support us in delivering our care.

Building a sustainable organisation

Future challenges

There is no doubt that the UK hospice sector is currently experiencing challenging times.

Against a backdrop of increasing costs, a tough economic climate for our supporters and a national shortfall of staff, we are now preparing for significant growth in demand for our services, but with reduced statutory funding.

The population is aging, death rate is expected to increase and progressive life-limiting illness is becoming more complex.

Our strategy for 2025 – 28 sets out our ambitious but achievable plans to ensure our core services are securely funded, our care meets changing local needs and our teams are operationally able to meet growing demand.

Our future sustainability as a hospice care provider depends on:

- leading the right people with the right skills to meet our patients' needs
- streamlined operational efficiencies and processes
- secure and planned funding
- a new data-driven approach to all our decision making, and
- an empowered and motivated workforce.

This gives us five strategic priorities:

Patients, Excellence, Future Sustainability, Data and People

with which to achieve our overall vision to:

- Serve our communities with a wider range of services
- Reach more local people
- Strengthen our ability to secure further resources

We are fully committed to providing excellent palliative and end of life care, free of charge, to all those who need it in our community, now and in the future.

Thank you for your ongoing support,

Stewart Montgomery-Marks
Chief Executive



Meeting growing patient demand

According to Hospice UK, the UK is facing a turning point. The death rate is expected to increase in the next 20 years. By 2040, around 130,000 more people in the UK will die each year, than deaths recorded in 2023.

In our defined catchment area, we are commissioned to support 59 GP surgeries. We serve a local population of 797,037 of whom 75% live in Hertfordshire and 25% in Buckinghamshire. It is estimated that 1% of this population will die each year, with 75% of those needing palliative or end of life care.

Supporting more patients

In 2025-26 we will see some impact from changes to our catchment area in Bucks as well as the closure of our Children and Young People Service. From our estimated baseline of approximately 4,800 referrals and 3,800 unique patients, we expect both of these numbers to grow by 3% in year one, 5% in year two and a further 5% in year three.

In our area, it is estimated that locations of palliative care deaths will be split as follows:

46% | will die in hospital

*Using data estimated from the MacMillan Virtual Ward Project for patients in LYOL in West Herts

54% | will die outside of hospital, eligible for local hospice care

We know that the majority of hospital patients are missing out on early palliative care support and are not prepared for end of life needs:

31% | of hospital patients access early palliative care when being treated for symptoms

*Using data from the National Confidential Enquiry into Patient Outcome and Death (NCEPOD)

72.5% | do not have any recorded end of life wishes

As Rennie Grove Peace, we are well placed to assist with training for our healthcare partners, to improve overall outcomes for patients. We can also provide early patient support by encouraging more people to complete Advance Care Plans, once they have received their diagnosis.

Understanding changing patient needs

Our own patient data shows us that increasingly individuals prefer to be supported in their own homes, surrounded by their belongings and the people they love.

Healthcare sector insight shows that living with a progressive life-limiting illness is also becoming more complex. Individuals may receive multiple diagnoses, known as comorbidities, which can present different care challenges and specialist knowledge requirements.

The key to Rennie Grove Peace being able to understand and support changing patient needs is for patients to be referred into hospice care much earlier in diagnosis.

Together we can help both the patient and those around them to understand their diagnosis.

This will help us empower individuals to live well with their illness and embrace the time they have left.

**THIS IS
HOSPICE
CARE** ♥

Strategic shift towards patient support earlier in diagnosis

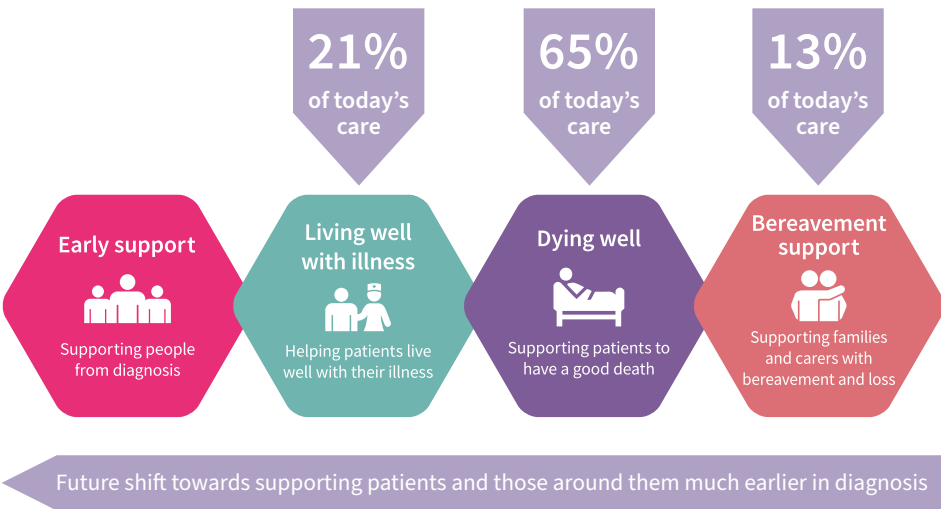
We are currently well known for palliative and end of life care. Our strategic shift for 2025-28 is to encourage patients and their families to access our care much earlier in diagnosis, so that they can benefit from more support, and we can help them plan to live well.

In 2024-25 the split of patients supported by phase of illness was as follows:*

- 65% Dying Well** Current local need is mainly end of life care
- 21% Living Well** Opportunity to encourage earlier use of our services
- 13% Bereavement** Opportunity to offer more support to those affected

We plan to build on the current Early Support opportunities in the community, where we host Compassionate Cafés, including our new CompassionART Cafés, Support Hubs and provide one-to-one Compassionate Neighbour support. As each activity can be planned around the local need, and is led by our team of trained volunteers, more individuals in need of support can discover access to free local hospice care earlier in diagnosis. We provide accessible support and wellbeing services, offer volunteer-led companionship, as well as community-based drop-in bereavement support to all who need it.

* Using 2023/24 patient data



Celebrating excellent patient care

With streamlined processes and ensuring we have the right people with the right skills delivering excellent care, our organisation will be able to meet this growing demand and continue to receive feedback we can be proud of. We will actively seek feedback around experiences of our patient care, our charity shops, our events and activities. This will help us identify the impact we are delivering, any areas for improvement and encourage both our teams and our local community to be proud of the care we deliver.

"It feels a safe place and where everyone understands what you are going through. Thank you so much, without your care, kindness and understanding it would have been so much tougher."

- Independent patient survey

"Thank you all for your care, kindness and understanding. I don't know how I would have got through the early days of my husband's passing without you, so thank you for being there for me."

- Independent patient survey

Ensuring we're here to serve our local community

Sustaining our own future is critical to being able to meet the ongoing palliative and end of life care needs of the community. Our 2025-28 strategy is therefore planned around building a solid organisation, to ensure local hospice care is available for all, for now, forever.



In 2023-24, a total of £2.6m, just 14% of our income, came from statutory funding within Buckinghamshire and Hertfordshire. Our catchment area was reduced for community services in Buckinghamshire and we decided to stop offering Children's services and NHS Talking Therapies, as there are other providers of these in our local area.

In 2025-28 we plan to secure additional healthcare funding opportunities, such as local investment in frailty support, as well as focusing on improving overall cost efficiency across our whole organisation.

The remaining 86% of our income, a total of £15.68m was provided thanks to the generous support of our local community. Maintaining this level of support and encouraging more local involvement will be key to our ongoing success.

Supporter activities and engagement and a more efficient retail and trading portfolio will be key to building revenue.

Building long-term relationships

With our patients and those around them

By supporting individuals much earlier in diagnosis, we can develop stronger relationships, both with those in our care and with their wider friends, families, work colleagues and all those around them. We can get to know their wishes, help them embrace the life they have left and improve their overall palliative or end of life experience.

With our local commissioners, hospitals, hospice, healthcare and charity partners

Thanks to our planned care approach, rather than unplanned crisis visits, we can serve our community as part of an overall joined up healthcare provision. During this strategic period, we will collect evidence towards our goal of working together with local healthcare partners to reduce hospital admissions during palliative care by 25%.

With our future supporters

Finally, through building stronger patient, family and supporter relationships, we will have the potential to develop and grow income generation that will help secure the future sustainability of the organisation.

Developing stronger relationships will help ensure that local hospice care remains accessible to all, for now, for all, forever.

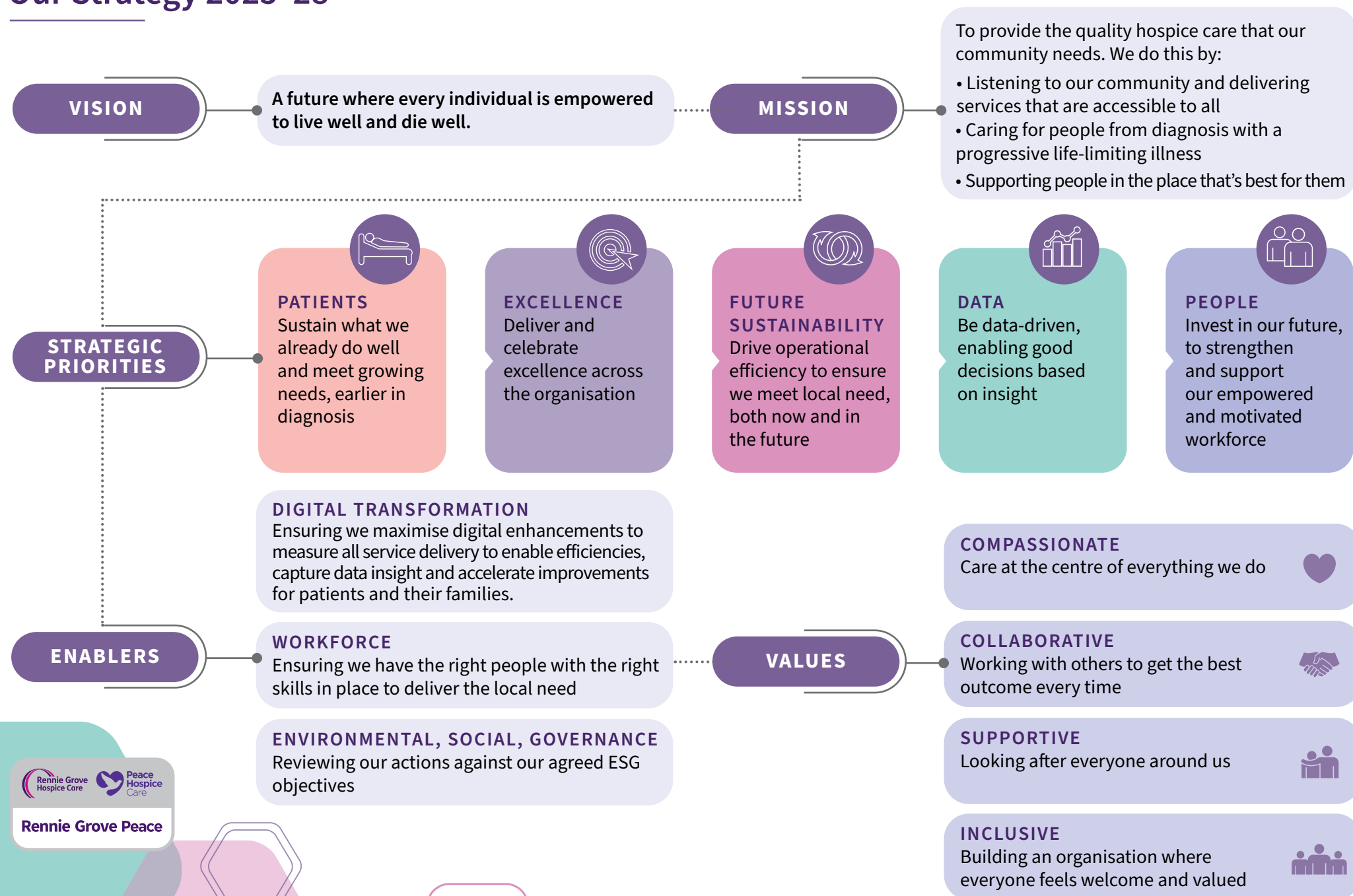


Investing in people

With investment in people, we will empower and motivate our workforce to collaborate both internally and externally.

Stronger working relationships will not only improve outcomes for patients and those around them but also help improve work processes for the overall success of the organisation.

Our Strategy 2025-28



Our Strategy 2025-28

Early support



Supporting people from diagnosis

Stable patients
AKPS 60%+ or Rockwood 2-4

Living well with illness



Helping patients live well with their illness

Stable/deteriorating patients
AKPS 60% or Rockwood 4-6+

Dying well



Supporting patients to have a good death

Deteriorating/unstable/dying patients
AKPS less than 60% or Rockwood 6-9

Working with other healthcare providers in the area



Bereavement support



Supporting families and carers with bereavement and loss

People close to the patient who may be struggling with bereavement and loss

How Rennie Grove Peace reduces hospital admissions

In the local community

Keeping well

- Early diagnosis advice via our 24/7 Coordination Centre phone support
- Peer connections via our Support Hubs
- Companionship with our Compassionate Neighbours
- Friendly conversation at a Compassionate Café
- Discussions around Advance Care Plans, sharing wishes and planning ahead

As Outpatients support

Maintaining Proactive care

- 1:1 Specialist clinics
- Living well with illness classes
- Physiotherapy and therapeutic sessions (e.g. Complementary therapies, high and low intensity exercise classes, creative therapy etc.)
- Frailty, Fatigue and Breathlessness programmes
- Emotional support
- Benefits advice
- Short stay in our Inpatient Unit to manage symptoms

At home and in our Inpatient Unit

Care at home

- Planned visits
- Unplanned visits
- Virtual ward
- Rapid personalised care service in the last 12 weeks of life
- End of life care

Inpatient Unit

- Short stay, followed by discharge
- End of life care



Together we can deliver a **25%** reduction in hospital admissions

After-death support

- Group support
- 1:1 support
- Drop-in sessions
- Friendly conversation at a Compassionate Café
- Specialist support for bereaved children
- Companionship with our Compassionate Neighbours

How Rennie Grove Peace improves patient outcomes

- Patients have improved physical and social wellbeing
- Patients are empowered to maintain their independence and quality of life during illness
- Patients have more time to plan ahead, involving family or those around them, in earlier conversations

- Patients are supported to live well with their illness so they can enjoy a better quality of life
- Patients have a reduced symptom burden (physical, psychological, social and spiritual)
- The burden on carers is eased

- Patients can die in comfort and with dignity, surrounded by the care that is right for them, in the place that they need it
- Patients have a reduced symptom burden (physical, psychological, social and spiritual)
- The burden on carers is eased



Improved outcomes

- Individuals are supported to manage the emotional and psychological impact of bereavement
- Individuals are supported to ease possible loneliness or isolation as a result of bereavement

*Rockwood Clinical Frailty Score and AKPS are tools used to assess an individual's frailty or ability to perform common tasks.

Our plan to achieve our strategic priorities



PATIENTS

Sustain what we already do well and meet growing needs, earlier in diagnosis.

ACHIEVED BY:

- Increasing total patient referrals from 4,884 to 5,546 over the next three years
- Increasing total unique patients supported from 3,884 to 4,320 in the next three years
- Reducing numbers of patients admitted to hospital where hospice care could support them instead
- Monitoring split of patients across Early Support, Living Well, Dying Well and Bereavement Support phases
- Monitoring achievement of preferred place of death for patients
- Increasing bereavement referrals

MEASURED BY:

- Monthly overall patient data dashboards
- Monthly business manager reports for each phase of care
- Quarterly baseline data collection to determine new future insight

Key Question 1

Will this activity contribute to an improved outcome for our patients and their families?

Key Question 2

Will this activity contribute to the overall success of our organisation?



EXCELLENCE

Deliver and celebrate excellence across the organisation

ACHIEVED BY:

- Receiving a CQC rating of good or above
- Collecting good or excellent feedback across patients, families, supporters, charity shop customers and our own teams
- Ensuring excellent care delivery remains a priority before launching any new opportunities

MEASURED BY:

- CQC rating
- I Want Great Care User Feedback
- EVE Employee Feedback Tool
- Annual Impact Report results

Our plan to achieve our strategic priorities



FUTURE SUSTAINABILITY

Drive operational efficiency to ensure we meet local need, both now and in the future

ACHIEVED BY:

- Generating agreed income targets
- Managing all organisational costs to agreed budgets with monthly reporting
- Remaining in robust financial health (as a going concern) and meeting the approved reserves policy
- Reviewing all new service opportunities against costs and ability to control outcomes
- Embedding further digital improvements to both drive efficiency and improve user experiences

MEASURED BY:

- Monthly income generation reporting
- Quarterly organisational budget reviews
- Ensuring reserves are greater than nine months worth of operating expenditure
- New service proposals to agree 6 month pilot to review workload and costs



DATA

Be data-driven, enabling good decisions based on insight

ACHIEVED BY:

- Building data dashboards to capture and build robust organisation data and developing stronger data insight across all teams
- Using clinical data to evidence positive patient outcomes and bereavement support for families and those around them
- Using income generation data to inform future decisions and development of activity

MEASURED BY:

- Power BI dashboards
- Raiser's Edge database insight
- Better Impact volunteer data

Our plan to achieve our strategic priorities



PEOPLE

Invest in our future, to strengthen and support our empowered and motivated workforce

ACHIEVED BY:

- Ensuring we retain and attract the best workforce, including all volunteer roles
- Investing in our Leadership team
- Embedding values, culture and diversity initiatives
- Recruiting efficiently and developing skills to encourage career progression and reduce leavers
- Regularly benchmarking against other equivalent sized charities

MEASURED BY:

- Power BI dashboard
- Volunteer feedback
- EVE Employee Feedback Tool
- External benchmarking tools

Help us make a difference



As a charity, we rely on the generosity of our local community to fund 86% of our services. There are many ways you and your family and friends can support us.

- Donate once or by setting up a regular gift
- Organise your own fundraising activity – whatever it is, we will support you
- Sign up to take part in one of our fundraising events
- Leave a gift in your Will – after you have looked after loved ones, consider leaving a gift to Rennie Grove Peace
- Visit our shops to buy or donate quality items
- Volunteer for us – there are a huge variety of roles



GET INVOLVED

To find out more visit renniegrovepeace.org
scan the QR code or call our fundraising team on **01442 89 02 22** or email fundraising@renniegrovepeace.org

Thank you



Rennie Grove Peace

We hope this publication has been both informative and interesting and would like to thank you for your ongoing support.



Help us
make a lasting
difference in the
lives of our patients
and their families.

📞 01442 89 02 22

Registered Address: Peace Drive, Watford, Hertfordshire WD17 3PH
Registered Charity Number: 1201713



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