



Strategy 2025-2028



About St Luke's Hospice (Harrow & Brent)

We are the main charitable hospice providing specialist end of life and palliative care and support to people living in the diverse London boroughs of Harrow and Brent.

We are a local charity working at the heart of our community for over 30 years, supported by our community.

St Luke's Hospice cares for around 2000 people every year, and their families, mostly providing care within their own homes.

This strategy sets the direction of travel for St Luke's Hospice (Harrow & Brent) in the next three years, outlining our plans to provide high quality and compassionate hospice care and support to our community.

Lindsey Bennister, Chief Executive:

"The St Luke's team provides advice and support from the point when people learn that their illness is life-limiting, helping people to live well during the years they have, and providing specialist and expert support in the last months and weeks of life. Our Hospice sits with, and within, our diverse communities in Harrow and Brent to provide comfort, advice, support, and high-quality care.

Our plans are focused on how we serve the community and work closely with our community partners to ensure everyone has access to our services who needs them."





Our vision and values

At St Luke's Hospice, everything we do is inspired by our vision:

A world where people experience the best possible last phase of life

Which is driven by our shared values:

Caring

Care of all those who deliver and need our services

Empowerment

Empower our community to live a better life

Excellence

Create an environment of continually achieving our goals

Inclusivity

Strive to reach all sections of our community in areas of work

Respect

Demonstrate respect and be open minded, inclusive and approachable



Our commitment

We are committed to removing barriers to equity, diversity, and inclusion in all our services and will strive to represent the diversity of our communities throughout our work.

We are dedicated to eliminating obstacles to equity, diversity, and inclusion within our workplace, ensuring that our actions consistently reflect our values.

Our commitment to embracing the diversity of our staff and volunteers is driven by our values, our desire to truly reflect the communities we serve, and the benefit of providing care services that are culturally aligned and appropriate for our patients and service users.

We also know that patient care is enhanced if staff and volunteers are engaged, valued and have a positive experience at work.

We realise that our commitment to equity, diversity and inclusion has to be driven by constructive dialogue with our staff and stakeholders on what we need to improve, and by clear actions and accountabilities for delivery.

Over the course of this Strategy, we will make improvements in policies and processes so that we have the right operational framework in place to support our EDI agenda.

Importantly, we will also drive cultural change by articulating our expectations of the behaviour and attitudes that we think are necessary to create a truly inclusive environment that works for our staff and our patients.

Our community

The London boroughs of Harrow and Brent are two of the most ethnically and culturally diverse boroughs in London.

In Harrow, the largest ethnicity groups are Asian Indian (29%) and White British (25%).

Harrow has an ageing population which is forecast to increase by 42% in those aged 65 plus, and by 62% in those aged 85 plus by 2029. Currently, 15% of Harrow's population is aged 65 or over.

In Brent, almost half of the local population were born outside of England. The largest ethnicity groups are Asian Indian (20%), White Other (16%).

Brent is one of the most deprived boroughs in London, with higher death rates and levels of ill health.



Demand for palliative care

More people are dying in the UK or living with life-limiting conditions. The death rate in the UK is expected to increase for at least the next 20 years.

This means that around 130,000 more people will die than do now, and more people will struggle with grief and bereavement. In England and Wales, by 2040, demand for palliative care is expected to increase by 25%.

St Luke's makes a vital contribution to reducing pressure on the NHS and keeping people out of hospital through our hospice ward (inpatient unit) and our specialist palliative care community team who support people in their own homes.



Palliative care in Harrow and Brent

St Luke's Hospice is a key partner in the shaping of a new Model of Care for Community Specialist Palliative Care for North West London, working with the NHS, charitable hospices, local government and the community to improve provision and accessibility to services.

Our strategy reflects how our services will meet the new Model of Care whilst also retaining our agility as a local charity to respond innovatively to the needs of our diverse population.

Funding challenges

The charitable hospice sector is facing significant financial challenges where funding has not kept pace with rising costs, increased demand, and the changing needs of our population.

Our strategy reflects the urgent need to achieve sustainable funding for St Luke's Hospice in both the short- and longer- term.

Current model of service delivery

Co-ordination

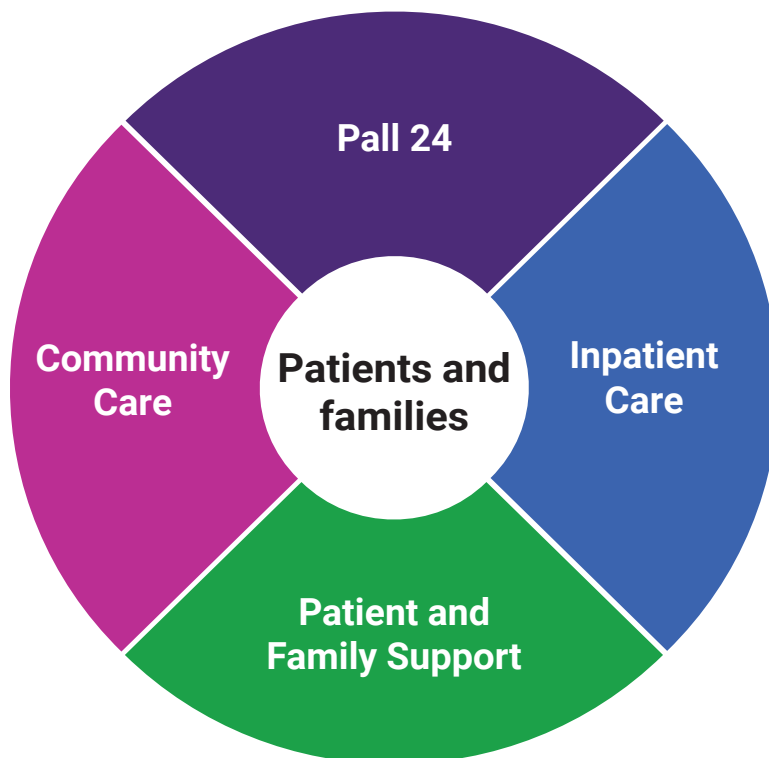
Pall 24

Providing 24-hour expert support to patients, families and professionals over the telephone, delivered by our experienced clinical staff.

Support

Community Care

Providing specialised care for patients and families with life limiting conditions within their own homes, including specialist palliative care nursing, crisis response care, and respite care, delivered by our Hospice-at-Home team and specialist palliative care nurses.



Collaboration

Inpatient Care

Providing specialist care to patients who can't be supported in the community, including symptom control, specialist respite care and end of life care, delivered by a multi-disciplinary team of nurses, doctors, healthcare assistants, physiotherapists and social workers.

Patient and Family Support

Providing a programme of emotional and practical support to patients living with a life limiting condition and their families, delivered by our specialist team of palliative care social workers, family support workers and trained volunteers.

Partnership

Strategy at a glance 2025-2028

Strategic goals

Quality of Care

We will be the best hospice we can possibly be, providing high quality and compassionate hospice care and support to all people and their families who come to St Luke's or have our care at home.

Serving our community

We will embed ourselves at the heart of our local community through increased engagement and by working in partnership to provide high quality and compassionate hospice care and support to our community.

Sustainability

We will deliver strong leadership, financial stability, and dependable income sources, supported by a skilled team of employees and volunteers ready to face future challenges.

Key enablers

Our strategy is underpinned and enabled by sound financial management; robust finances and targets; accurate analysis; and accurate and timely management information.

Our strategy is also enabled by creative and innovative communications and marketing tailored to our target audiences and aimed at raising the profile of St Luke's Hospice, as we endeavour to be the best hospice we can possibly be.



St Luke's*
HOSPICE



Midnight Walk


For St Luke's Hospice

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Strategic goals

Quality of care

We will be the best hospice we can possibly be, providing high quality and compassionate hospice care and support to all people and their families who come to St Luke's or have our care at home.

Our delivery priorities:

1. Deliver responsive, personalised, high-quality, and compassionate care and support to more people and their families.
2. Provide early support to individuals with life-limiting illnesses, helping them maintain their quality of life.
3. Improve the provision of high-quality compassionate care using our clinical quality framework.
4. Enhance our compliance with best practices and regulatory standards throughout all aspects of our operations.

To achieve this, we will:

- Develop and Implement a new model of service delivery.
- Investigate opportunities for enhancing the use of our hospice ward (inpatient unit) to match the needs of the population and improve the hospice's sustainability.
- Expand and promote our Pall 24 Helpline as a single point of access for patients and families to expert advice, care and support 24 hours a day.
- Introduce a new Living Well programme to provide early support, reflecting the views of people with lived experience and other local stakeholders.
- Expand our respite care and support service for patients and carers through increased engagement with service users, local partners and improved referrals.
- Expand our bereavement support service including:
 - Introduce home visits to ensure equity of access to bereavement support.
 - Introduce a model of bereavement support for children and young people, supported by activities and events for children and young people, working collaboratively with stakeholders/agencies in this field.
- Design an educational programme for clinical staff that is aligned with service needs and their competency framework.
- Deliver an enhanced programme of audit, quality improvement projects and research.



Strategic goals

Serving our community

We will embed ourselves at the heart of our local community through increased engagement and by working in partnership to provide high quality and compassionate hospice care and support to our community.

Our delivery priorities:

1. Strengthen St Luke's role as a leading voice in palliative care in Harrow and Brent, by providing advice, guidance, and education, in partnership with health, social care, and community organisations.
2. Build our relationships with our local community to establish St Luke's as the charity of choice for palliative care, support, and advice in Harrow and Brent.
3. Expand our engagement with diverse communities to better understand their needs and enhance our care and support services.

To achieve this, we will:

- Engage with local NHS primary care providers to increase knowledge and understanding of St Luke's services and increase referrals, particularly in areas of the boroughs where referrals are currently low.
- Engage with local NHS Trusts/secondary care providers to ensure effective working relationships and understanding of our services, and to increase referrals.
- Establish partnerships with local authority/voluntary sector organisations to improve knowledge of St Luke's services and support for patients and families.
- Develop and sustain meaningful collaboration with local faith leaders and community groups.
- Develop opportunities to provide expert training on palliative care to external partners including local health and social care organisations and voluntary sector.
- Increase public awareness of St Luke's care and services through enhanced communications including digital marketing.

Strategic goals

Sustainability

We will deliver strong leadership, financial stability, and dependable income sources, supported by a skilled team of employees and volunteers ready to face future challenges.

Our delivery priorities:

1. Create dependable and efficient revenue sources through our fundraising campaigns, retail and other commercial activities.
2. Work with our NHS partners to secure equitable and sustainable funding for our clinical services.
3. Create an organisation culture where people are valued, included, and developed to perform to the best of their abilities to deliver St Luke's strategic goals.
4. Design our estates and infrastructure to be responsive to the current and future needs of St Luke's and our community.

To achieve this, we will:

- Focus our fundraising on activities that maximise income generation for year-on-year growth.
- Implement the recommendations of our retail strategy review to maximise the profit contribution of our retail network.
- Play a leading role in the development and implementation of North West London Integrated Care Board's new Model of Care for community specialist palliative care in Harrow and Brent, making the case for sustainable funding for charitable hospices.
- Develop policies to support Equity, Diversity, Inclusion in the workplace.
- Introduce individual objectives and personal development planning for all staff through a new Appraisal Policy.
- Review our arrangements for pay, reward and recognition.
- Develop and promote wellbeing initiatives for staff and volunteers including Mental Health First-Aiders.
- Determine future opportunities for our estates including Kenton Grange, exploring commercial ventures and partnership possibilities.

Key enablers

To deliver our strategic goals, this strategy is underpinned and enabled by:

1. Sound financial management; robust finances and targets; accurate analysis; and accurate and timely management information.
2. Creative and innovative communications and marketing tailored to our target audiences and aimed at raising the profile of St Luke's as we endeavour to be the best hospice we can possibly be.

We will also work collaboratively and collectively with partners in the NHS and charity sectors, locally and nationally, to deliver high quality and compassionate hospice care and support in Harrow and Brent.





Volunteers

St Luke's values the immense support from our local community.

Our team of more than 450 volunteers donate thousands of hours of their time within our retail network, maintaining and developing our award-winning gardens, providing bereavement support, and carrying out vital support roles within the hospice.

We aim to expand our volunteering programme, providing more opportunities for people to get involved in our work.





www.stlukes-hospice.org
St Luke's Hospice, Kenton Grange,
385 Kenton Road, Harrow, Middlesex, HA3 0YG

St Luke's Hospice (Harrow and Brent) Limited
Charity No. 298555