



Strategy

2026-2030

Our Vision

Our vision is that every person affected by a life-limiting condition will be offered choice and access to excellent rest-of-life care and bereavement support.

Our Values

Our CARES values embody the ethos of our organisation, setting the standard for how we operate, collaborate and deliver exceptional outcomes.

Compassion
Accessibility
Respect
Excellence
Spark



Foreword

Tim How (Chair of Trustees) and Niki Ellis (CEO)

This strategy has been created as Tapping House celebrates 40 years of delivering end of life care in the community. Our approach and the philosophy of care continues to be based on the principle in which we, and the wider hospice movement, were founded;

“You matter because you are you, and you matter to the end of your life. We will do all we can not only to help you die peacefully, but also to live until you die.”

- Dame Cicely Saunders

The Hospice delivers three vital areas of care:

1. Living Well – early intervention rehabilitative palliative care within our Tulip Centre and more widely in our communities

2. Dying Well – specialist end of life care delivered in our purpose built Inpatient Unit and through our 24/7 Hospice at Home service

3. Never Alone – emotional, social and pastoral support and bereavement services for anyone who needs us

Because of Tapping House, our area has unrivalled provision of palliative care services, and it is our ambition to preserve and grow our offer of care to the community to meet the needs of future generations. Over the past 40 years, and with the local community's support, the purpose-built Hospice facility has been realised in Hillington, and we have seen our services diversify and expand to reach more people, in as many different settings as possible.

Each year, the Hospice will care for approximately 2000 patients. Not all of them are at the very end of life, many are referred at the beginning of their journey and are supported to find meaning and quality of life. We will support

people to die in the place of their choice. Around each person is a circle of people who care deeply for them - family and friends - walking that journey alongside them. We will support nearly 4000 of those close to them each year.

Our reputation as a respected provider of specialist palliative care grows steadily, yet the financial sustainability of our services has never been more perilous.

We face unprecedented times of financial insecurity across the entire hospice sector. Our ageing population means that many more people are going to die each year, and the demand for our services is set to surge in the coming years.

The Hospice provides free care at the point of use, but unlike the National Health Service (NHS), it is not fully funded. We currently receive just 25% of our funding from the NHS, and the rest is made up from the generous donations of our supporters. The cost of delivering services is ever increasing, yet our NHS funding is failing to keep pace.

Our staff and volunteers take enormous pride in the work that they do, and as an organisation, we strive to ensure everyone feels valued and recognised for the contribution they make. We endeavour to create an environment and culture that supports excellent service delivery and offers high levels of job satisfaction. Whilst our current financial remuneration must remain affordable to the charity, we would embrace the opportunity to enhance this with a firm commitment from Government to address the current inequity between hospice and other NHS funding.



Having recently celebrated our 40th Anniversary, we want to continue to raise our profile as a lead provider of excellent, accessible and meaningful care for those facing the last phase of life.

We want to continue to provide the extraordinary care that enables those with a life limiting condition to find meaning and purpose in their remaining time whilst ensuring that they and those important to them are reassured by the choice of care they will be offered at the very end.

We want to drive forward change and improve our communities' understanding and experience of death, dying and grief so that everyone needing support can access it, where they need it and when they need it.

This is our strategy for the coming years and lays out our priorities – what we want to achieve, how we aim to achieve it and how we will measure our success.

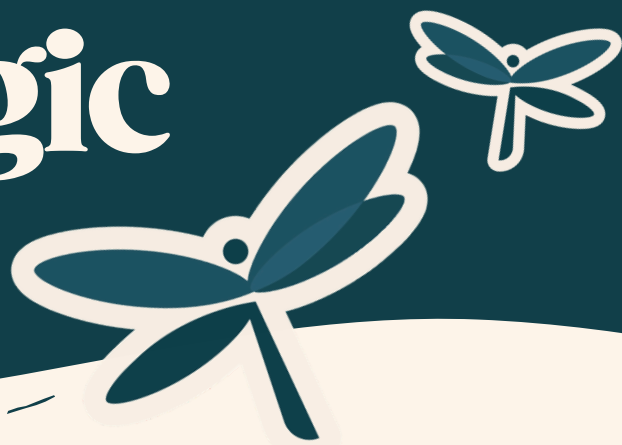


Niki Ellis
Tapping House CEO



Tim How
Tapping House Chair

Our Strategic Priorities



Grow our sustainable income to cover annual costs and build reserves.

Identify and embed a programme of continuous quality improvement.

Ensure that patients and their families remain at the heart of our service.

Recruit and retain the highest calibre staff to enable the delivery of excellent care.

Empower staff, volunteers and communities through development and provision of innovative education programmes.

Objective :

Ensure patients and their families remain at the heart of our service.

What we want to achieve

- Deliver high-quality, holistic, person-centred care that meets individual needs so that people only have to tell their story once.
- Work in a proactive way with patients identified as being in the last year (or more) of life to ensure they remain in control, have the right level of support and avoid crisis.
- Enable patients to die in a place of their choice by ensuring adequate resources in the community.
- Deliver specialist interventions so that care remains local.

To achieve this, we will

- Ensure the patient voice is included in all our plans.
- Engage with primary care to support increased use of the Gold Standards Framework.
- Increase our Tulip Centre offer through satellite and 'at home' delivery, and expand our Inpatient and Hospice at Home capacity to meet future demand.
- Establish an automatic referral pathway into early intervention, rehabilitative care that includes advance care planning opportunities.

How we will measure our success

- Use validated outcomes, measures and feedback from patients, families and systems partners.
- Ensure that the gap between capacity and demand is reducing.
- See a reduction in emergency department attendance and unnecessary acute admissions.
- See a reduction in system incidents and complaints.





Objective :

Recruit and retain the highest calibre staff to enable the delivery of excellent care.

What we want to achieve

- Realise the statement that everyone has an equal right to be heard, and the promotion of 'one team' that focuses on what is best for Tapping House.
- High levels of trust, good communication and healthy challenge to encourage openness.
- Be known as an organisation that is a great place to work.
- Clear expectations and boundaries regarding team behaviour and relationships backed up by team leads and managers.

To achieve this, we will

- Share success across all departments, celebrate all our staff and recognise and reward long service.
- Host regular team building events to promote 'being on board', increasing cohesion and enabling everyone to contribute to the realisation of our strategic priorities.
- Ensure our annual appraisal process is robust, focused on role development and includes objective setting linked to strategy.

How we will measure our success

- Achieve strong recruitment data, both quantitative and qualitative, alongside a reduction in staff turnover and absence rates.
- Ensure our code of behaviour is embedded and is supported by staff empowered to speak up when poor behaviour is witnessed.
- Improved feedback in our annual staff and volunteers survey, which meets the Hospice benchmark.

Objective :

Identify and embed a programme of continuous quality improvement.



What we want to achieve

- Care Quality Commission (CQC) recognition of the quality of care we provide.
- An organisation where all levels and departments participate in continual improvement.
- A community that recognises the quality of care and support we provide.
- Ensure everyone involved understands the purpose and the role they play.

To achieve this, we will

- Embed the use of a validated cycle of quality improvement within all departments.
- Identify an annual programme of quality improvement that links directly to our strategic objectives.
- Prioritise the use of continuous quality improvement within our People and Culture department to support organisational development.
- Maintain good communication throughout all programmes and produce an annual quality account demonstrating successful outcomes.

How we will measure our success

- CQC rating of good or above.
- Achievement of all key performance indicators, retention of commissioned care, successful growth in retail and excellent results from fundraising innovation.
- Excellent outcomes in both qualitative and quantitative measures, and a reduction in incidents.
- Staff of all levels suggesting quality improvement programmes.



Objective :

Empower staff, volunteers and communities through development and provision of innovative education programmes.

What we want to achieve

- Influence real change with our knowledge, skill and innovative approach.
- Create more educational opportunities for our staff and volunteers.
- Deliver a varied and interesting educational offering to other health and social care professionals.
- Inspire our Compassionate Community to reach out to one another to relieve social isolation and loneliness.

To achieve this, we will

- Support and encourage our existing highly skilled staff to deliver training, both internally and externally.
- Protect time for staff to engage in learning and development in an equitable way, and align appraisals to support development.
- Use social media, our website and links with other health and social care providers to raise awareness of our training offer.
- Continue to support the regional and national Compassionate Communities' agenda.

How we will measure our success

- Excellent uptake of our training offer.
- Staff and volunteers report feeling empowered.
- Attendance at our educational events and conferences.
- Feedback from healthcare professionals, volunteers and students supported by the Hospice.



Objective :

Grow our sustainable income to cover annual costs and build reserves.

What we want to achieve

- Sustainable income through a creative and reflexive approach to income generation.
- Fair and equitable NHS funding aligned with other providers in the region.
- A community that is aware of how we are funded and the role they play in fundraising.
- A whole organisation approach that supports income growth.

To achieve this, we will

- Use our new and vibrant brand to improve messaging.
- Broker new deals within the Integrated Care Board that offer value for money but meet a significantly higher percentage of costs.
- Define, develop and diversify our current fundraising income streams.
- Update and optimise our existing retail estate while growing our shop network so that we maximise revenue.
- Collaborate with regional and national hospice colleagues through Hospice UK.

How we will measure our success

- Move into surplus income position with growth projections year on year.
- NHS contracts that support sustainable delivery of care over 5+ years.
- Healthy reserves equivalent to 6 months running costs.
- A workforce that proactively promotes and engages with income generation.



Delivering the Strategy

Tapping House has an incredible team of staff and volunteers across clinical services, support services, fundraising and retail. These people are **our** Hospice. Their dedication, compassion and enthusiasm drive us forward with hope and joy. They are fundamental to the successful delivery of this strategy, which is underpinned by effective communication.

We will ensure that we give strong and consistent messaging to our staff and volunteers, all those that we support and all those that support us. This messaging will run through everything we do:

- Promoting our care services to enable accessibility.
- Recruiting and retaining an engaged and thriving work community.
- Keeping in touch and updating all our wonderful supporters.
- Liaising with our partner organisations in the locality, including GPs, our colleagues at The Queen Elizabeth Hospital, colleagues working in community nursing and therapy services, faith groups, other voluntary and social enterprise organisations, schools, colleges and corporate partners.

We will tell the stories and experiences of the people we support.

We will talk openly to reduce stigma and taboo and influence social change in the way our community responds to death, dying and grief. Through this, we will ensure that everyone knows who we are, what we can do to help and how they can help us.

With a new brand that celebrates our 40th anniversary, our marketing and communications will motivate others to step forward into the next phase of palliative and rest-of-life care delivery alongside us.





With Thanks

With grateful thanks to the following members of the Tapping House team who voluntarily and actively contributed to the development of this strategy:

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Living well, dying well, never alone

