

Willowbrook Hospice

Strategy 2025-2028





'The Dream' is a sculpture and a piece of public art created in Sutton, St Helens in 2009.



The Grade II Listed Anderton Mining Monument, St Helens.



The 420-seat main auditorium at The Shakespeare North Playhouse in Prescot, Merseyside, opened in 2022.

Alex, one of our Health Care assistants, took these photos and his work is displayed in our refurbished hospice. They remind us of the importance of our role at the heart of our community.



Reaching out into our community

This Strategy document is our third since 2019.

Our achievements are outlined in the annual Quality Accounts and our Strategy Impact Report 2022-25 which demonstrate the quality of our services and continuous improvement through a commitment to the principles of clinical and organisational governance, monitoring and evaluation.

Despite our successes Willowbrook continues to face many challenges, most notably that of raising the funds that allows us to continue to deliver and grow our services for patients and carers. We do this primarily through our own efforts and those of our fantastic community in St Helens and Knowsley, together we raise 70% of our running costs. The NHS Integrated Care Board contributes 30%, we have a positive relationship with commissioning colleagues, and we know that they value Willowbrook and acknowledge the high quality services we provide for our community.

In the next 3 years we may see more changes to the landscape for palliative care, the demand for our services will grow and assisted dying may be legalised in England and Wales. Our commitment to the provision of outstanding specialist palliative care for the people of St Helens and Knowsley will not change. Our Vision, Mission and Values serve us well and are embedded in the ethos of the organisation.



The goals we set in 2019 are those we take forward in this Strategy.

- 1. Maintain and improve the quality of our care provided by us and others.*
- 2. Engage with our community and strengthen and develop partnerships that allow us to extend our reach beyond the hospice walls.*



This year our Strategy for 2025-2028 is underpinned by our 6 new Values that further articulate our overarching Values Statement – **Every Contact Counts.**

Care • Integrity • Dignity • Respect • Kindness • Compassion

These have been developed through a consultation with **Our People**, staff and volunteer colleagues and Trustees.

These Values will underpin everything we do, internally and externally, and embedding them is supported by our commitment to a Compassionate Culture approach across the whole organisation.

We are confident that through our own efforts and the support of our community Willowbrook will continue to provide outstanding care.

– Executive Leadership Team and Board of Trustees

We have six Strategic Priorities outlined below.



Each of our priorities has one or more **We Will** statements that act as enablers in developing and building departmental Strategies and work plans. No one area is more important than the other. The wellbeing, skills and knowledge of our people for example, will have a direct impact on the care of patients.

The Care Quality Commission continue to monitor us and our **OUTSTANDING** rating remains in place.

Inspected and rated

Outstanding ☆





Providing the best possible experience of care for patients is our primary purpose. All our patients should expect their care to be individualised and outstanding at every contact. They should see a culture that strives to innovate and improve, acts on feedback and engages with opportunities to support the development of services that meet the needs of our community.

Patient Experience

We will...

Maintain and develop our services for patients and those important to them, reaching out in to their homes where we can, ensuring that the principles of equality, diversity and inclusion inform everything we do.

We will...

Ensure that the specialist palliative care we provide offers the best possible physical, psychological, social and spiritual support.



Improving care for our patients and those who are important to them is our constant driver. Using evidence based tools we will monitor and evaluate the quality of our care and what that means for patients and others accessing our services.

Patient Outcomes

We will...

Conduct a continuous audit and quality improvement programme to assure and support improvement in the quality of our care and the services we deliver.

We will...

Maintain a clinical governance approach that ensures we are safe, effective and responsive.



Our people are our staff and volunteers without whom it would not be possible to deliver the high quality care we provide. They should all feel confident that as individuals they are respected and valued and have opportunities to grow and develop.

Our People

We will...

Have the right staff and volunteers with the right skills and knowledge to enhance the patient and customer experience.

We will...

Promote a workplace culture which respects and includes everyone equally, embraces diversity and where speaking up is fostered and encouraged.

We will...

Invest in our leaders at all levels to ensure a confident and capable leadership team who can respond to our challenges and help us innovate and grow.



Our vision ‘The Best Care Delivered with Compassion for our Community’ can only be achieved if we play our part in supporting education and training for everyone involved in caring for patients with palliative care needs and for those who are important to them across our community.

Education & Training

We will...

Collaborate to develop a strategy for palliative care education that responds to the needs of health and social care professionals for high quality and accessible education and training.

We will...

Embrace digital innovations in the delivery of education and training and develop programmes that meet the needs of health and social care professionals who deliver palliative care for our community.



Willowbrook Hospice will continue to reach out to further strengthen and expand on our partnerships and relationships that support our key priorities and strategic vision. We will act as leaders and advocate for services that respond to the needs of patients and for those who are important to them in our community and across Cheshire and Merseyside.

Partnerships & Community

We will...

Offer strong leadership in shaping and developing Palliative Care Services for St Helens and Knowsley and the people of Cheshire and Merseyside. We will achieve this through engagement at Place, our Networks and The Cheshire and Merseyside Hospice Collaborative.

We will...

Form strong and sustainable partnerships with other organisations in our community when this aligns with Willowbrook's vision, mission and values.



The continued provision of outstanding care will only be possible through the efforts of the organisation and the support of our community. Through financial good governance, leadership and innovation we seek to maintain and enhance services and to be confident that we have the financial resources to achieve this aim.

Supporting Our Care

We will...

Use our financial resources wisely and ensure our strategy is affordable and sustainable.

We will...

Maintain and attract further sources of income and advocate locally and regionally for our specialist care to be appropriately funded.

We will...

Maintain our buildings and facilities to meet the needs of our patients, carers, our people and supporters.





Our Vision, Mission and Values are embedded and inform everything we do.

They continue to guide our strategy and help us shape our services for the people of our community who need our care now and in the future.



Willowbrook
Hospice *Every Contact Counts*

Registered Charity No. 1020240



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