



OUR FUTURE TOGETHER 2025-28

Together, we're making every moment matter

Our vision, mission and values

OUR VISION

A future where everyone with a life-limiting illness will live and die with dignity and in comfort.

OUR MISSION

To enable more people from all communities to access the care of their choice at the end of life.



OUR VALUES

Our values are at the heart of everything we do. They guide how we care for people and how we support one another.



KINDNESS

We treat everyone with compassion and empathy, recognising the individuality and dignity of each person we support.



TOGETHERNESS

We work collaboratively with our colleagues, communities and partners, knowing that we achieve more when we act as one.



POSITIVITY

We bring hope and confidence to difficult times, focusing on solutions, opportunities and what's possible.



OPENNESS

We are honest and transparent in all that we do, listening with curiosity and responding with integrity.



RESPECT

We value every person's voice, background and choices, ensuring inclusive, personalised care and a welcoming environment for all.



INNOVATION

We embrace digital tools and technology to enhance the care we provide by making it more connected, efficient and responsive to patient needs.

Foreword

Birmingham Hospice stands at a pivotal moment in its history, building on a remarkable legacy while embracing the challenges and opportunities that lie ahead.

Our story is one of unity and purpose. Birmingham Hospice was formed from the merger of two of the city's most respected charities: Birmingham St Mary's Hospice and John Taylor Hospice. Each brought decades of pioneering care, community commitment and trust.

Birmingham St Mary's Hospice opened in 1979 and became a beacon of palliative care and clinical research. John Taylor Hospice, with roots dating back to 1910, brought over a century of experience supporting people across Birmingham. By joining forces, we helped to ensure all communities across Birmingham, Solihull, Sutton Coldfield and Sandwell could receive the same high standard of compassionate, expert care - wherever they live, whatever their background.

Today, the challenges we face are significant and growing. The demand for palliative and end of life care is rising as people live longer with increasingly complex conditions. Health inequalities remain stark across our communities. At the same time, the charity and hospice sector face mounting pressures that demand innovative solutions.

Through this strategic plan, we commit to leading transformation while staying true to the values and heritage that have guided us for over a century. At the heart of everything we do is the patient. This plan sets out a clear and ambitious vision: for care that is more proactive, personal and accessible; income generation

that aligns with our values and mission; digital systems that enhance care while preserving essential human connection; and a culture where people feel valued, supported and empowered.

We are dedicated to changing how end of life care is understood, accessed and experienced across our communities. As a team of multi-disciplinary professionals, we bring together diverse expertise to provide holistic, person-centred support - and we take pride in being recognised as a rewarding and supportive workplace. Everything we do serves one purpose: delivering the best possible care for all who need it.

The journey ahead will require courage, collaboration and unwavering commitment to those we serve. I'm confident that together we will create a future where everyone facing a life-limiting illness can live and die with dignity and in comfort, and receive the support they deserve.

Paul Bytheway
Chief Executive, Birmingham Hospice



STRATEGIC OBJECTIVES

We have identified four overall strategic objectives to guide our work over the coming three years. These are:



1. Our Care Future:

We will deliver holistic, accessible care, rooted in community and responsive to each person's needs.



2. Our Commercial and Sustainable Future:

We will grow income and manage resources in ways that ultimately sustain the organisation and support our community.



3. Our Innovation Future:

We will embrace innovation where it enables better care and connection.



4. Our Future Culture:

We will create a working environment where people can give their best because, when people thrive, patients benefit.

Our care future

We will strive to ensure everyone receives the right care, in the right place, at the right time - care that respects the whole person. We are committed to providing holistic, accessible care that is deeply connected to the community and tailored to meet everyone's unique needs.

WE WILL:

Deliver holistic, accessible care, rooted in community and responsive to each person's needs. To achieve this, we will strive to deliver the following outcomes:

- 1 Care that is flexible, person-centred and inclusive, shaped by patient voices and reflective of the communities we serve.
- 2 Infrastructure and estate that supports sustainable, coordinated and accessible care through smart systems and purposeful environments.
- 3 Holistic models of care that are embedded and expanded, diversifying support for patients and leading innovation across the system.
- 4 Birmingham Hospice is recognised by the public and the health and care system as the city's leading provider of palliative and end of life care.

HOW WE WILL MEASURE

OUR SUCCESS:

- People dying in their preferred place of death.
- Listening to and learning from the people we care for through patient satisfaction and feedback.
- Improved access times to community and inpatient services.
- Developing caring approaches that reach more people and adapt to our community's changing needs.
- Ensuring we deliver quality care through key performance indicator (KPI) monitoring.
- Using our resources efficiently so we can support as many people as possible.



Our commercial and sustainable future

We are committed to ensuring our hospice can continue caring for people long into the future. We are growing our income, innovating how we work, and managing resources carefully to build organisational strength and resilience. This ensures we can continue delivering outstanding care for everyone who needs our support.



WE WILL:

Grow income and manage resources in ways that ultimately sustain the organisation and support our community. To achieve this, we will strive to deliver the following outcomes:

- 1 Income generation is values-led and guided by transparent decision-making.
- 2 Income is strategically grown through sustainable, well-governed and purpose-aligned revenue streams.
- 3 Resources are used efficiently, with a culture of cost-awareness, innovation and reinvestment.

HOW WE WILL MEASURE

OUR SUCCESS:

- Generating increased revenue to reinvest into our hospice.
- Developing our commercial activities so we can grow our services sustainably.
- Delivery of organisational transformation through engagement and implementation of strategic projects.



Our innovative future

Looking ahead, innovation will play a key role in enhancing our care. By embracing new ideas, digital tools and technologies, we aim to make services more connected, efficient and responsive to patient and family needs. We will champion innovation that strengthens care, improves access and enhances community connection.

WE WILL:

Embrace innovation, including digital innovation, where it enables better care and connection. To achieve this, we will strive to deliver the following outcomes:

- 1 More time is released for direct patient care through well-placed digital investment that reduces burden and improves confidence.
- 2 People are equipped and supported to use new and existing tools and ways of working that improve operational excellence.
- 3 We improve our outcomes by implementing innovative ideas and solutions that support our mission.

HOW WE WILL MEASURE

OUR SUCCESS:

- Reducing administration time for our organisation.
- Increasing time spent on patient care including our support services.
- Increasing usage of existing digital systems to support our service delivery.
- Developing a future roadmap that supports efficient use of our hospice resources and skilled people.



Our future culture

We will continue fostering a culture that supports the values, behaviours and environment needed to deliver exceptional care for patients, families and one another. We are committed to creating a hospice where people feel valued and supported - because when our people thrive, so do those we care for.

WE WILL:

Create a hospice where people can give their best because, when our people thrive, patients benefit. To achieve this, we will deliver the following outcomes:

- 1 Our people feel empowered, engaged and motivated to deliver our mission.
- 2 We attract and retain great people who share our values and purpose.
- 3 People enjoy coming to work because they feel supported, safe and connected to our purpose.

HOW WE WILL MEASURE

OUR SUCCESS:

- Increasing engagement in our pulse surveys.
- Increasing retention rates.
- Time taken to hire and fill vacant positions.





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