



St Oswald's  
Hospice

**Could you  
help shape  
our long-term  
*strategy?***

## **Specification for support to develop a new long-term strategy**

As we approach the end of our vision 2025 work St Oswald's Hospice is looking for a partner to facilitate the development of its new long-term (3-5 year) strategy. Taking a collaborative approach, the ideal partner will have experience in hospice/palliative and end of life care and must, as a minimum, have experience of working with health care organisations. They will also have experience of widespread consultation and be capable of horizon scanning to ensure that our plans meet the future needs of end of life and palliative care.

St Oswald's Hospice is a local charitable hospice helping people who have life-limiting conditions to make the most of life, no matter how long that life is. Rooted in the North East, the charity has supported local people and their families for over 35 years. Specialist and expert care is free of charge to babies, children, young people, adults and their families. We have been successful in developing a local and national reputation for excellent care and have been innovative in many of our approaches to meeting the needs of our service users and in developing palliative and end of life care services.

## **Vision Statement**

**Together**, we will make the most of time and improve quality of life for everyone in the North East living with an incurable condition, and their families.

**Together**, with the vital support of our staff, volunteers, donors and supporters, we will continue to develop and grow our services so that everyone in our region gets expert, dignified and compassionate care when they need it.

## **Our values**

- Caring and Compassionate,
- Accountable and Authentic,
- Positive and Can Do,
- Excellence and Innovation,
- Safe and Supportive

## Our Story

We are St Oswald's and we're a hospice  
We're much more than most people  
think we are.

We are a place for living.  
Our arms are open and inviting.  
We don't focus on being morbid or sad,  
our hope is for everyone to make the most  
of the life they have.

We are the warmest of welcomes,  
a hand to hold when you've lost your way,  
joy and laughter on a good day.  
When hearts are heavy, we're a listening ear,  
practical support when the road ahead isn't clear.

Amazing things happen right here.  
Support and kindness abound,  
nature and peace are all around.

Growing and learning every day.  
Experts in care, working together and  
improving lives for the better.

We believe in quality time for everyone,  
making memories and moments to share.  
If death is to come, we provide dignity in end  
of life care.

We're a home-from-home where families can stay,  
respite for those struggling day-by-day.  
We are a haven in the North East,  
an open-minded community, a comforting space,  
come in to our safe place.

For more information about St Oswald's Hospice please visit [www.stoswaldsuk.org](http://www.stoswaldsuk.org)

## The brief

In 2015 we launched our Vision 2025 plan in response to the then growing demand for our services which set out objectives for the next 10 years. We are two years away from the Vision 2025 deadline and much of what we set out to do has been achieved or adapted to fit the current environment. However, we have also weathered over 2 years of a pandemic and the world has transformed including many changes to the public perception of death and place of death. The NHS environment is also changing with the establishment of Integrated Care Board and systems and it is essential that we adapt to their changing focus and drivers. We want to capture the collegiate and innovative working that the pandemic fostered before we revert to old ways of working as well ensuring that we are in a good place to meet societal challenges as the increased cost of living bites. We want to inject excitement and optimism into the staff and volunteer teams by developing a new strategy to support and develop new and existing services by setting a clear vision for the future.

We want to ensure that our new strategy takes full account of the knowledge and collective wisdom both external to and internal to St Oswald's Hospice and so would like to take a collaborative and listening approach to the strategy development. It will be essential that key internal roles and groups are fully involved in the development of the strategy, particularly the Hospice Management Team, the Board of Trustees and our senior leaders (Future Group) and medics, but would expect the wider staff and volunteer teams to be included in development. We believe this would involve:

### Discovery phase

- a) A review / desk top literature search
- b) Interviews/discussions with key internal stakeholders

### Engagement

- a) External stakeholder engagement (including face to face engagement) to include but not limited to
  - Service users, families and carers
  - NHS and local authority commissioners
  - Local and national Palliative and End of Life Care providers/groups (e.g. other hospices, hospital providers, Hospice UK, Together for Short Lives)
  - Other public sector/key institution representatives
  - VCS representatives/community
- b) Internal stakeholder engagement (including face to face engagement) to include but not limited to
  - Staff across the hospice, including support services and income generation
  - Volunteers

## Co-design

- a) Regular review of findings and testing with the internal strategic stakeholder group
- b) Development of strategic plans with the internal strategic stakeholder group
- c) Testing of the strategy with key stakeholders

## Deliverables

- a) Monthly progress updates to the steering group
- b) Strategy including a plan on a page type - exact format to be agreed on appointment

We will have a steering group to oversee this work chaired by the Chief Executive, consisting of the Hospice Management Team (Executives) and Vice Chair of Trustees. The successful partner will report to this group via the CEO.

## Timescales

We would like work to commence in early 2023 and to be complete by late Spring/early summer 2023 (four-five months).

## Selection process

We require written submissions to include the information as set out in the selection criteria below. Submissions should clearly state the process for the development of the strategy and should reflect the approach laid out above, although we are keen to see what else you would suggest. Submissions should also detail the personnel that will be involved in the work, along with their roles.

The submissions will be shortlisted to no more than three by the Steering Group and shortlisted providers will be invited to present to the group on **Wednesday 25 January**, before a final selection is made.

### Selection criteria

- Experience – we are looking for a proven track record of delivery of similar work and will expect reference contact details, CVs and details of previous work to be provided as part of the submission
- Alignment with St Oswald's values – St Oswald's is a values led organisation and want to work with a provider that can demonstrate alignment with our values
- Cost – we expect all costs to be provided as part of the submission

Submissions should be sent to [purchasing@stoswaldsuk.org](mailto:purchasing@stoswaldsuk.org) with the subject heading Its23 (your name), by 12:00 (noon) on **Tuesday 17 January 2023**.