



Making Every Day Count



Strategic Plan 2025-2028



Introduction

We are facing positively into life's challenges

With challenges come opportunities

Together, let's Make Every Day Count

St. Rocco's is here to support our Warrington community and partners with palliative and end of life care needs, helping them to live well and have a dignified death with individualised care.

We have been making every day count for over 40 years for our patients and their loved ones.

As demand for our services rises, with people with life limiting conditions living longer, finances are becoming increasingly challenging. Healthcare funding which is attributed to hospices is already under pressure nationally and this is no different for us. However, we also recognise that with challenges, brings opportunities for change and development. Without a significant shift in how we operate and increase and secure our financial stability, our ability to provide the compassionate and individualised care we are loved and known for is at risk.

We are extremely proud of our incredible workforce, and every day our teams deliver care and compassion, through dedication and hard work, and are a vital part of our community. No matter what area our teams work in, they all play a pivotal role in our forward transformation of growing a resilient workforce.

Our ambition is to enhance our approach to care, focusing on seamless integration and working collaboratively with all health and social care settings across Warrington. St. Rocco's will be at the heart, working closely with local health providers to ensure our approach is inclusive.

We are here to embed and strengthen our bonds with our community to support people to die well with dignity now and in the future.

**Sonya Currey (CEO) and
Guy Hindle (Chair of Trustees)**



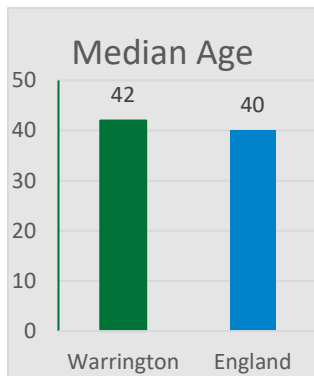
Influencing Factors

Equitable inclusive access to Palliative and End of Life Care for all of our population

Developing our services to respond to the needs and wishes of our changing population

The growth in our population and how we expand the ways in which people can access our care, focusing on our community-based models of care

Building services that are sustainable so that we are here for our current and future generations



The UK population is projected to reach 70 million by 2026. Warrington's grew by 4.1% between 2011-2021 and is forecast to continue to do so and with any growth, the demand for services increases¹. This situation will be further impacted by ambitious housing plans.

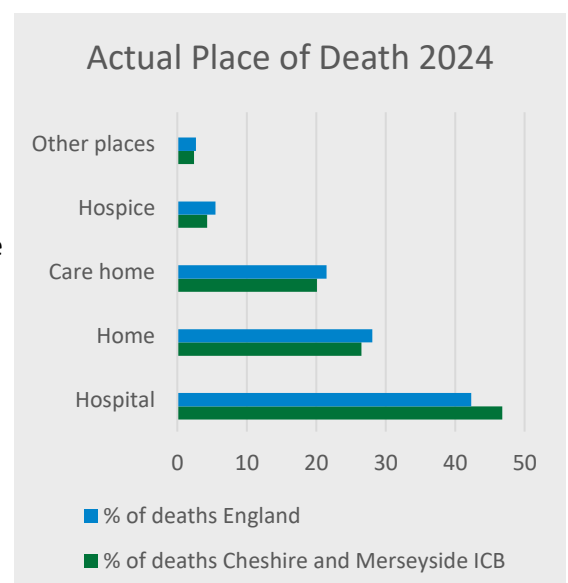
We also have an older population. As our population ages, more and more people are living with complex long-term conditions. So, we are living longer, but in poorer health². Our services need to reflect this so we will continue our focus on community-based models of care and our ambition to help more people.

In Warrington, there are clear inequalities in life expectancy between the most affluent and most deprived areas, with a difference of 10.3 years for males and 8.2 years for females. We want our care to be equitable and inclusive for everyone in our community. It is also important to us that we consider leading causes of death: ischaemic heart disease (50-79 years), and dementia and alzheimers (80+ years). The number of those aged 65+ living with dementia is projected to increase by 40% by 2040³.

Traditionally, Warrington has had a relatively low diversity index; however, this is now changing as we see a more ethnically diverse population profile emerge. This brings an increased cultural richness to our communities, but also the potential for health variation. Understanding all dimensions of our population is critical so that the care we deliver is reflective of the people we serve. This means that our services must not only respond to existing and emergent need, but must also reflect the diversity represented across our communities so that we remain focused on addressing areas of inequality.

A fundamental part of palliative and end-of-life care is founded on Personalised Planning and the importance of being able to express preferences like place of death. However, in a recent national review it was found that hospital care remains dominant in the final year of life despite many people having their preference as a community setting⁴. It is important that we work collaboratively with our partners to bridge these gaps so that as many people as possible get the opportunity to die in the place they choose.

With these emerging themes, we will focus on building services that are sustainable so that we are here for our current and future generations.



¹ Office for National Statistics (2021) [How the population changed in Warrington](#)

² The Health Foundation (2021) [Our ageing population](#)

³ Warrington Gov (2025) [Joint Strategic Needs Assessment](#)

⁴ Department of Health and Social Care (2025) [Palliative care factsheet](#)

Our Purpose

Our Vision

To care for adults in our community with a life limiting illness wherever and whenever they need us.



Our Mission

We will provide excellent, personalised care to our patients and those who matter to them, so they can live well and have a dignified death at a place of their choice. We will work in partnership with other professionals and our community and be a well-funded hospice that meets needs now and in the future.

Our Message

We care for those who need us.



Our Ambition

Making every day count.

Our Values



EXCELLENCE
We strive for excellence
in all we do

COMPASSION
We are caring in all we do



ADAPTION
We will remain responsive
to changes around us

PARTNERSHIP
We will always work in
partnership



“

Every single person I have crossed paths with has gone above and beyond in their kindness, care and mood lifting skills they have shared with me.

”



Our Achievements

In 2024, we delivered over 45 'We Care' sessions supporting 600 attendees

We have been awarded 'The Pledge' by Warrington Voluntary Action for creating excellent volunteering opportunities for our community



We are currently supporting over 800 patients across the hospice

"St. Rocco's are an excellent partner and their commitment to the Warrington community and partnership working is outstanding."

Healthwatch Warrington



In 2024, Our Bereavement Cafés supported over 380 bereaved individuals

"St. Rocco's ignited the fire in my mum and gave her the chance to live again. It gave my mum her spark back and I will always be truly grateful for that."

Patient's Daughter

"Thank you to you and the team at St. Rocco's for their care and commitment to the ensuring the people of Warrington receive high quality, safe and effective care and for your on-going commitment to integrated partnership working."

Associate Director of Quality and Safety Improvement, NHS Cheshire & Merseyside

Each year, our team of dedicated and skilled volunteers donate over 70,000 hours to the hospice

Our Priorities

Over the next three years we have three key priorities, each of which will bring us closer to achieving our vision.

Quality Care

We will transform our services and deliver high quality, inclusive, specialist palliative and end-of-life care (PEoLC) care to our community.



Grow a Great Workforce

We will be a great place to work and to volunteer where experience and skills are recognised, supporting and empowering our people to deliver the very best levels of service and care.



Transformation

We will be financially and operationally resilient through income growth and cost efficiency and we will transform the way we generate our funds, so we can deliver a sustainable model of care that reflects the changing needs of our people.



Priority 1 – Quality Care

We will transform our services and deliver high quality, inclusive, specialist palliative and end-of-life care (PEoLC) care to our community.



New models/ways of working

We will grow our community outreach.

We will increase our knowledge and skills so that we can care for increasingly complex patients both in and out of the hospice.

We will support more patients, facilitating this through exploring digital service options.

We will develop ways of continuously improving the quality of our outcomes.

How we will achieve this:

Explore opportunities across the system to support patients in their homes.

Provide our staff both in house and external education to develop the skills needed to provide specialist and complex care.

Develop our digital capability in clinical monitoring/care.

Develop a programme of service improvement and transformation with outcome measures.

Use the Quality Improvement Cycle to triangulate incidents, themes and trends to focus on quality improvement and targeted training.

Develop cultural and religious links and grow accessibility

We will reach our seldom heard community and take time to understand them.

We will be adaptive to our community needs and we will always work in collaboration when possible.

We will challenge preconceptions about hospice care and increase our profile, promoting what we do.

We will provide clarity to the population and our partners on what we offer.

How we will achieve this:

Work with our system/community partners to develop links with our seldom heard communities and listen to their views/needs, working with them to adapt our services and offers to be inclusive.

Work with our local faith communities to be an inclusive provider of specialist palliative care.

Work with our partners to develop an education programme for our wider community to communicate the purpose and work of the hospice.

Work with our community to reduce stigma around death and dying.

Contribute and support the development of system data to drive forward data driven service transformation for PEoLC.

Clarify our service offer, including our specialist skills, aligned to our 3 clinical pillars: Delivery of Specialist PEoLC Care, Specialist PEoLC Education and Specialist PEoLC escalation.



Understand and respond to future demand

Warrington population is growing.

We will improve our understanding of system gaps in end of life/palliative care to increase our understanding of need.

We will grow our feedback routes to understand what people want from us.

How we will achieve this:

We will use the Joint Strategic Needs Assessment and work with our system partners (particularly public health) to map future demand and to identify our future service offer and the specialist skills our population will need

We will use a range of feedback mechanisms for our patients/carers and families to provide data to inform our future service offers.

St. Rocco's Reception



What success will look like:

- ✓ Increase virtual ward occupancy consistently to 80% with access to digital monitoring for all patients supported by virtual ward
- ✓ Be a leading provider for Specialist Palliative Care Education
- ✓ Increase in training figures (inc ACP & Advanced Communication)
- ✓ Increase the breadth of our clinical quality outcomes
- ✓ Increase the professional development opportunities for our staff internally and collectively with our partners
- ✓ Equality Diversity and Inclusion profile of patients will be reflective of the Warrington population demographics
- ✓ Our partners and community will have a greater understanding of the clinical services provided by the hospice
- ✓ 100% of patients will have Advanced Care Planning
- ✓ 100% patients will achieve their Preferred Place of Care and Preferred Place of Death
- ✓ Our services will continue to develop, within our available resources, in line with population need



Priority 2 – Empower a Great Workforce

We will be a great place to work and to volunteer where experience and skills are recognised, supporting and empowering our people to deliver the very best levels of service and care.

Inspirational leadership/coaching

We will provide inspirational leadership.

We will empower, support and appropriately challenge our people to drive up standards and performance.

How we will achieve this:

Invest in further leadership development activity to grow the skills, knowledge and capability of our managers and leaders.

Identify coaching and mentoring opportunities.

Provide opportunities for cross-team working to promote understanding and improve problem solving.

Enhance managers' and leaders' understanding of structures, roles and effective resource management.



Effective talent management

We will recruit and retain the best volunteers and employees.

We will develop them to their full potential.

We will support our people to deliver our aims and objectives.

How we will achieve this:

Develop a workforce plan.

Provide managers and leaders with the tools to enhance the performance of their teams, equipping them with the skills to identify and develop talent in their areas.

Align the development of our volunteers and employees with the development of our service offer.

Ensure we have a pipeline of talent that is able to deliver effective services in the context of a continually changing environment.

Transformational change culture

We will promote an organisation culture that is focused on transformation change.

We will encourage and nurture high standards of performance.

We will be an organisation that focuses on the wellbeing of our people.

How we will achieve this:

Promote a culture where change is planned for and effectively managed.

Improve our communication channels to encourage the sharing of timely, useful and effective information.

Support managers and leaders to undertake effective performance reviews, providing clarity of expectations, ongoing feedback and continuous improvement.



Supportive and positive working environment

We will be a supportive and positive environment.

We will ensure that the wellbeing of our people is a priority, leading them to feel valued, safe and supported.

How we will achieve this:

Conduct regular Pulse Surveys to understand how colleagues are feeling about important issues.

Promote a restorative culture where people feel empowered to work together to solve problems, improve relationships and enhance performance.

Provide training and development opportunities to help people improve their confidence, manage their emotions and enhance resilience.



What success will look like:

- ✓ Improved organisational performance
- ✓ Improved volunteer and employee satisfaction
- ✓ Reduced turnover/improved retention
- ✓ Higher productivity
- ✓ Increased employee engagement
- ✓ Improvements in net promoter score
- ✓ Lower rates of sickness absence
- ✓ Improved organisational climate
- ✓ Greater levels of wellbeing



Priority 3 - Transformation

We will be financially and operationally resilient through income growth and cost efficiency.
We will transform the way we generate our funds, striving to be a sector leader, so we can deliver a sustainable model of care that reflects the changing needs of our people.

Growing our income

We will grow our supporter base, attracting new supporters by raising our profile in our community and innovating our fundraising offer

We will continue to develop the ways in which we care for our supporters so we can retain their support for longer.

We will work with our statutory and sector partners to influence a fairer funding model for hospices.

How we will achieve this:

Build our profile through increasing our brand awareness across Warrington.

Improve our post event feedback and analysis processes.

Increase the breadth of our professional networking to understand what best in class looks like.

Develop the ways we monitor and track our levels of engagement and the ways we go about this.

Invest in our relationships with partners contributing to shared plans and providing information required to inform delivery.

Ensure we continue to grow our presence and representation within the hospice and statutory sectors.



Embrace technology

We will embrace new technology, effectively implementing and supporting our teams to develop the skills required.

We will embed digital solutions to enable efficient and effective working and reporting.

How we will achieve this:

Develop our overarching IT strategy.

Identify and implement digital solutions to support us to simplify our processes.

Increase our digital literacy by expanding the ways we can develop our skills.

Develop our management information that supports us to clearly understand our performance in all areas.

Grow our data insights through building our capability and capacity to produce and analyse our data.

Value for money

We will have an operational model that demonstrates value for money, efficiency and effectiveness.

How we will achieve this:

Maintain our focus on income growth and a balanced budget through our reporting processes.

Optimise our resources and ensure process efficiency in all we do.

Continuously develop our learning culture and always seek improvements in everything that we do.

Increase our business partnering practices to strengthen the ways we work together to reduce duplication and increase effectiveness.

Develop our links

We will develop our links with local partner charities, institutions and businesses.

We will identify opportunities for collaboration.

How we will achieve this:

Continue to explore cost sharing opportunities across the sector.

Explore new partnership opportunities that can support us to increase our reach for the benefit of our patients.

Explore new partnership opportunities that will enable us to achieve our financial targets.



St. Rocco's Conference Centre

What success will look like:

- ✓ Increased supporter base and retention rates
- ✓ Continuous growth in social media engagement
- ✓ Increased number and value of the partnerships we engage with
- ✓ Clear IT strategic plan and improved organisational digital offer
- ✓ Financial position that improves year on year
- ✓ Increased percentage of government funding for specialist service elements
- ✓ Improved access to high quality data
- ✓ Informed effective and timely decision making, viable through achievement against our plan



Our Plan to Change

Like most hospices across the country, at St Rocco's, we find ourselves at a critical point. Our financial reserves, which have supported us for years, are nearly depleted. Without a significant shift in how we operate, our ability to provide the compassionate care we are known for is at risk. The growing needs of Warrington's community and changes in health service demands make it clear: we must adapt now to continue making a positive impact on the lives we touch.

What will we change?

Care Model: We're enhancing our approach to care, focusing on a seamless integration across homes, hospice, and primary care settings. St. Rocco's will be at the heart of our community, working closely with local health providers to ensure no one is overlooked.

Digital Transformation: We'll cut down on time-consuming tasks by adopting new technologies. This not only speeds up our work but makes it easier for everyone to access and interact with our services, from anywhere.

Community Engagement: We're going to strengthen our bonds within the community. This means more outreach, more opportunities for volunteers, and fresh approaches to our fundraising events to draw everyone closer to our cause.

Internal Communications: We're making it easier to access information about our hospice activities. Clear, straightforward communication will help everyone stay informed and ready to collaborate on improving our care.

Retailing: We're rethinking our retail strategy to be more effective and engaging. This includes updating how we handle donations and using online platforms to reach more people.

Cost Management: We'll align our costs to our clinical delivery and organisational development plans. We will work to optimise our resources and enhance operational efficiency simultaneously.

Income Generation: We'll uphold ethical fundraising practices whilst changing our approach to engage with our supporters in new, personalised and innovative ways for the future.

Staying on Track

This strategy is our roadmap; it will bring to life our aims and will not simply remain as words on paper. We will use this document as a business and operational plan, and it will inform clear KPIs and targets to guide our teams and shape our annual objectives. We will regularly refer to our aims and outputs to make sure we stay on track. Our teams strive for excellence and personal objectives from this strategy will help inform individual and joint goals through regular supervision and team meetings.

We will use data driven analysis to inform decision making and to make sure we remain on course, and we will use the right technology to monitor and evaluate our performance.

Our progress will be measured continuously throughout the next three years and will be reported through our sub-committees and our Trust Board.

Partnership and community working is vital to the ongoing success of St. Rocco's, and so we will share our strategy far and wide.

We acknowledge that the world around us changes. We will stay alert to internal and external factors and, when needed, we will be ready to adjust this strategy so it remains relevant. We will always make sure we share any changes as we believe in transparency and honesty.

We will continue to be a voice for talking openly about death and dying, sharing stories and experiences of our patients and their loved ones.

By using the collective strength of our amazing people, volunteers and staff – we can advocate for the need of hospice care, not only in Warrington, but also nationally.

We can only achieve our goals if we pull together as a community and by working in partnership with local organisations. By generating understanding and support for palliative care, we can achieve more equitable and accessible end of life care for all who need it.

Together, we can learn and grow

There is always more to do, and we cannot do this alone

Let's work together to Make Every Day Count





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**We can't achieve the ambitious goals in our strategy without your support.
To find out how you can help us reach our ambition of making every day
count, please visit www.stroccos.org.uk/helping-us**