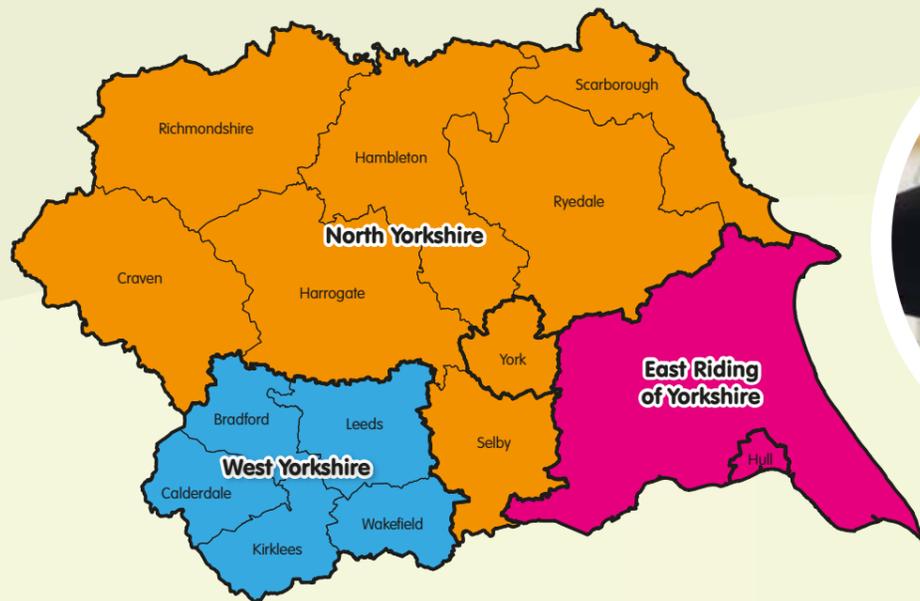


Our strategy enables us to look to the future and ensure that we continue to anticipate and respond to the needs of babies, children and young people with life-limiting conditions and their wider families. We expect the number of babies, children, young people and families accessing our services to increase over the course of the next five years. We also expect the cost of running Martin House to rise considerably over the same period. This will be supported by a renewed focus on generating additional income to support our services. Over the next five years we will also be launching a capital appeal to fund the development and enhancement of our hospice building and facilities.

The area that we cover:



## 2019 – 2024 Strategic Plan

Martin House supports children and young people with life-limiting conditions, and their families, across West, North and East Yorkshire. Our vision is that every child and young person has access to palliative care when and where they need it.

We are delighted to share with you the new strategic plan for Martin House. This over-arching strategy will be complemented by departmental strategies and operational plans, shaped by the teams within them.

Our four core objectives are to:

1. Ensure services are of the highest quality, safety and effectiveness
2. Have the right resources to deliver care
3. Raise awareness and reach more people
4. Meeting the diverse needs of children, young people, their families and supporters

Our strategy is the result of consultation and discussion with families, staff, supporters and other stakeholders. Having come to the end of our one year 'Fit for the Future' consolidation plan (2018), we feel ready to embark on a new strategic direction for the hospice, continuing to ensure that our services meet the needs of those we support, are of the highest quality, safety and effectiveness, increasing our reach across the region, raising our profile, raising more income than ever before, and planning our refurbishment project. We couldn't do this without the support of our local community and for this we offer our thanks.

**Martin Warhurst**, Chief Executive  
**Tim Halstead**, Chair of Trustees



“It was impossible to imagine saying goodbye to Grace but thanks to the hospice, her last day was filled with everything that she loved. Surrounded by all her family, we had a day in the sunshine, a barbecue, sang and played guitar to her and Grace’s carers were there to support us and administer morphine to keep her calm when the time came. Grace died in our arms while we talked to her and sang her favourite songs. Grace transformed our lives in the most amazing way and we feel honoured to have been able to bring her into the world and to have shared our lives with her. Together, she and Martin House showed us how to celebrate the very best of life when faced with the very worst.”

**Martin House Parent**

This gift was bequeathed by our Mum. Martin House is a charity she cared deeply about and to which she devoted much of her time. She had a lot of fun and some amazing experiences fundraising with you, making many new and dear friends along the way. However, most of all she wanted to help make a difference to the lives of the terminally ill children and their families you care for. Hopefully her legacy will mean that more poorly children will be able to benefit from your expert care and facilities in the future.

**Sons of a fundraiser and legator**

Coming to Martin House, we have the luxury of being able to hand the care of our daughters over to the care team and we can go to bed to get a good night’s sleep, knowing that the girls are being cared for. Until we’d done it, we didn’t realise what a difference that really makes.

**Jim Geall, Martin House parent**

“I love coming to Martin House because I meet people who are in the same boat. We don’t need to talk about it all the time, we just get on with living and having fun. Living with a life-shortening illness messes with all of you – not just your body but your head as well. You look after all of us. I also like the way you look after our families. That’s partly why it’s here that I want to be at the end of my life, because I know how well you will look after my family.”

**Young person from Martin House**

### Our values

- Being child and family focused
- Listening to and valuing each other
- Delivering high standards in everything we do
- Being flexible, responsive, open and honest
- Working holistically and in collaboration with others
- Being dedicated, compassionate and caring

Visit our website to find out how our work supports children and young people with life-shortening conditions and their families: [www.martinhouse.org.uk](http://www.martinhouse.org.uk)

**Contact us:**  
 Martin House Hospice Care for Children and Young People,  
 Grove Road, Boston Spa, Wetherby, West Yorkshire, LS23 6TX  
**Tel: 01937 845045**  
[appeal@martinhouse.org.uk](mailto:appeal@martinhouse.org.uk)



[www.martinhouse.org.uk](http://www.martinhouse.org.uk)

# 2019 – 2024 Strategic Plan

OUR VISION: Every child and young person has access to palliative care when and where they need it

## Strategic Initiatives

- A. Meet or exceed regulators' requirements
- B. Ensure the highest standards of corporate and clinical governance
- C. Ensure all assets meet the needs of service users
- D. To be a sector leading research active organisation

## Strategic Initiatives

- A. Raise sufficient income to ensure the future financial sustainability of the organisation
- B. Plan and complete the refurbishment/rebuilding project and funding plan
- C. Recruit, retain and develop the right staff and volunteers
- D. Maximise the use of data and digitalisation throughout the organisation

## Strategic Initiatives

- A. Review and develop the provision of a sustainable emotional support and bereavement service
- B. Develop a transition pathway
- C. Review and develop a therapies and wellbeing offer
- D. Review and develop our supporter journeys

## Strategic Initiatives

- A. Promote the work of the hospice
- B. Develop our community service provision
- C. Increased collaborative partnership working at a regional and national level

## CORE OBJECTIVES

1. Ensure services are of the highest quality, safety and effectiveness
2. Have the right resources to deliver care
3. Raise awareness and reach more people
4. Meet the diverse needs of children, young people, their families and supporters