St Joseph's Hospice

Serving East London and the City

better different more true to our roots

Hospice Strategy for 2026-2031

better
different
more
true to our roots

Tom and volunteer Elena, an Empowered Living Team match in the community.

Better care at the end of life

St Joseph's Hospice, in Hackney, provides specialist palliative care to people in East London and the City who are living with life-limiting illness. We have done this for more than 120 years, always offering our services free of charge.

Everything we do is true to the Catholic ethos of our founders, the Religious Sisters of Charity. This will always be the basis on which we serve all members of our community, putting into practice the Sisters' purpose of giving support, through love and compassion, to those who need it most.

To continue delivering this purpose and help more people live as well as possible at the end of their lives, we want to modernise and expand, making use of technology to offer new services such as Hospice at Home and telehealth support. At a time of public conversations about end-of-life care, assisted dying and stretched NHS and care services, our role in supporting people with life-limiting illness is more important than ever.

Our strategy for 2026-2031 sets out how we will do this providing **better**, **different** and **more** hospice services, while remaining **true to our roots**.

Still relevant after 125 years

Like the five Religious Sisters of Charity who founded St Joseph's more than a century ago, we are committed to helping patients and their families manage their physical, mental, social and spiritual needs at the end of life. We must also adapt to social and demographic trends and new opportunities:

- We serve a growing and ageing population with more complex health needs
- Modern technology provides new opportunities in the delivery of care
- While we are an independent charity, we must integrate with the wider landscape of healthcare, social care and research

Our 2026-2031 strategy addresses those trends and opportunities. It is built on a solid evidence base of population health, public health, the Government's 10 Year Health Plan for England 2025, research data about our local communities, and consultation with our staff, volunteers, User Group, NHS partners and donors about how we can better support patients and their families.

St Joseph's Hospice Day Centre in the 1980's

St Joseph's Hospice
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St Joseph's Day Hospice, 2025

better
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total bed days
6,050

total patient and relative face-to-face contacts

3,513 (community)
910 (supportive care)

total telephone contacts patients and relatives

8,358 (community)
2,089 (supportive care)

healthcare professional telephone contacts

4,737 (community)
137 (supportive care)

St Joseph's Hospice
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"As a Catholic hospice, our faith inspires us to welcome everyone.

We believe that every life is sacred and that every person deserves dignity, compassion and love.

We are committed to providing person-centred care to people of all backgrounds, cultures and beliefs."

– Lucia
Compassionate Neighbours Coordinator

2026-2031: How we deliver our mission

Through our strategy we aim to deliver the best palliative care to people in East London and the City. Our services include in-patient stays for symptom management, end-of-life care and palliative rehabilitation, access to community nursing support, day services, compassionate neighbour support, and a wide range of social and psychotherapeutic help. But we want to go beyond that, with a strategy focused around four themes: **better**, **different**, **more** and **true to our roots**.

better

prioritising areas for improvement

different

using new approaches for improving care

more

extending our reach to more people through more activities

true to our roots

sustaining and strengthening important aspects of St Joseph's Hospice

St Joseph's Hospice
Serving East London and the City

better

We will review everything we do to ensure we offer the highest quality compassionate care to our patients, improving access to our services and embedding up-to-date research and practice. In doing so, we will make efficient use of our Hackney site and facilities, our financial assets, the expertise of our staff and the support we receive from donors, volunteers and others.

We will:

- Streamline referral and admissions pathways to our services, working with our communities and other care providers
- Establish link nurses in care homes to develop skills and avoid unnecessary hospitalisation
- Share our hospice and palliative care expertise through training and research
- Develop quality assurance measures and strive for external accreditation across hospice activities
- Develop clear measures to show impact and ensure sustainability, including understanding the true costs of delivering each service

different

We will use modern facilities, technology and resourcing, and invest in our physical and digital infrastructure, skills and capabilities. We will balance this with deeply human end-of-life care, focusing on understanding what our patients and their families want.

We will:

- Explore alternative ways to support people in their local areas
- Champion hospice and palliative care through new NHS Neighbourhood Teams
- Establish Hospice at Home to underpin our palliative care community nursing
- Explore technology to automate, predict and increase capacity in care, including telehealth and virtual wards
- Create more advocates for palliative care among local faith and culture groups
- Identify opportunities to partner with research teams, other hospices and UK and international palliative care networks

more

We serve a growing and ageing local population. People are living for longer and have more complex health needs. As well as maximising hospice bed occupancy, we will extend our services and increase 24/7 access to care and support.

We will:

- Enable more people to visit our Day Hospice
- Expedite early referral and care for cancer, respiratory, cardiovascular and dementia patients
- Expand our Compassionate Neighbour service
- Offer bereavement support more widely
- Provide palliative rehabilitation, in and out of the hospice, to enable people to live as well as possible

better
different
more
true to our roots

true to our roots

One of our greatest strengths is that, inspired by our faith, we embrace and serve a diverse population and are well connected to our East London community.

In developing and delivering **better**, **different** and **more** services, we will remain rooted in our locality, heritage and Catholic values – determined to make the greatest impact for and with our patients, staff, funders, volunteers and the Diocese of Westminster. We will affirm St Joseph's position on assisted dying, focus on providing compassionate care, and continue, in accordance with Catholic social teaching, to work with members of other religions and our community for the common good.

What needs to happen

Our skilled and committed staff, volunteers and supporters will together turn our strategy into reality, with the backing and resources they need. This will involve:

- **Digital transformation:** we are investing in our digital infrastructure and skills, with a five-year framework to modernise our digital fundamentals, donor management systems, telehealth capabilities and clinical tools for Hospice at Home
- **People:** we will continue to invest in the development of our staff and volunteers, always thinking how we can empower them to deliver outstanding care and improve their experience of their roles
- **Income and robust financial management:** we will explore every avenue for diversifying our income, providing commissioned services and demonstrating the value and impact of our work to patients, partners and donors

We are committed to understanding the value, cost and impact of everything we do to ensure we always have the most positive effect on people's lives and continue to do so far into the future.

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Ever compassionate, ever new

The founder of the modern hospice movement, Dame Cicely Saunders, who trained and worked at St Joseph's, said:

"You matter because you are you, and you matter to the end of your life."

Dame Cicely Saunders pictured outside the Hospice, where she worked from 1958-1965.

We continue to be inspired by these words to deliver our 2026-2031 strategy. We want to ensure that people nearing the end of their lives and their families receive compassionate care when and where they need it in modern East London; taking inspiration from our roots and faith, listening to our patients and their families, and always being accountable to the funders, partners and supporters who make our work possible.

better
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Advocacy Compassion Justice Quality Respect

Charity No. 1113125

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