



ABOUT US

The Priscilla Bacon Hospice Charity was established in 2016 to fundraise for and build a new hospice on an 8-acre site close to the Norfolk and Norwich University Hospital. This replaced the existing Priscilla Bacon Lodge on Unthank Road in Norwich. The Charity's focus has now turned to enhancing the patient experience at Priscilla Bacon Lodge, by supplementing the core services delivered by the Norfolk Community Health and Care NHS Trust, and aiming to provide a holistic approach to care.

MISSION

Working in collaboration and collectively to provide support and personalised care for people living with and those affected by death, dying and bereavement across Norfolk and Waveney.

VISION

A community where organisations work together ensuring every person and those close to them have access to high quality, coordinated care and support to live and die well, whatever their illness and wherever they happen to be.





OUR VALUES

Collaboration

We work in **collaboration** together as one team striving for excellence in the provision of palliative and end of life care in our local community.

Respect

Respecting, building trust and learning from each other. We are welcoming and kind to those we support and their family and friends, to each other and, partner organisations.

Inclusive

We seek to **understand** what matters to people, taking an **inclusive** approach that values differences.

Innovative

We are **innovative** and **creative** looking at ways and solutions to transform and sustain high-quality services.

Community

We go **above** and **beyond** for our **community** recognising that we are here to serve them and in turn our local community supports our work.



THREE-YEAR OVERVIEW

	Foundation	Expansion & Refinement	Consolidation
	1st Jan - 31st Dec 2025	1st Jan - 31st Dec 2026	1st Jan - 31st Dec 2027
Bereavement Support	Establish lifespan model support services. Increase bereavement tier 3 support. Introduce family art therapy.	Enhance life span support. Introducing family therapy. Widen reach of corporate education.	Evaluate and optimise of model of support.
Therapy Programmes	Launch music and complementary therapy programmes.	Community support initiatives. Introduction of night sitting services. Refine therapy programmes.	Therapy programme expansion.
Income Strategies	Sustainable income stream development.	Develop new & strengthen existing income streams.	Enhancing paid services.
Collaboration	Collaboration with NCHC, NNUH, other hospices & primary care.	Wider collaboration with research & education providers in EoE.	Redevelop & initiate collaboration with palliative care.
Research and Education	Facilitate research & education initiatives at PBL.	Develop enhanced research & education model.	Deliver enhanced research & education at PBL.

YEAR ONE | 2025

FOUNDATION BUILDING

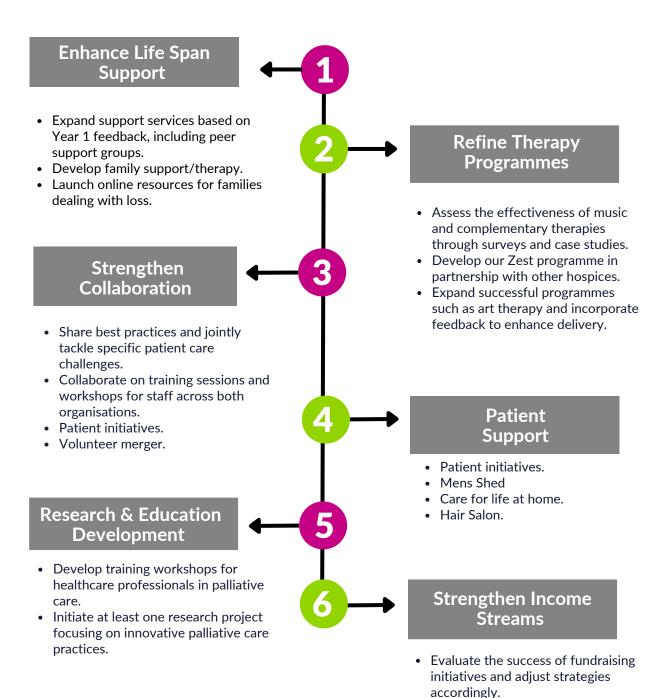
Establish Model of **Support Services** • Develop structured bereavement and lifespan support programs for families using Priscilla Bacon Lodge. Train and support staff and volunteers Launch Music & in life span model support techniques. • Partner with local counselling services Complementary to provide additional resources. **Therapy Programmes** • Continue to deliver and enhance the existing music therapy sessions and evaluate their impact. Collaboration Start complementary therapies (e.g., aromatherapy, massage) for patients and families. · Gather feedback to refine and • Formalise partnership agreements expand programmes. with Norfolk Community Health and Legacy work. Care (NCHC). • Submit joint papers to ICB and Hospice UK on partnership working exemplar. Research and · Identify areas for joint initiatives and **Education Initiatives** improve patient care pathways. • Take on the full grounds contract at • Identify potential research opportunities in collaboration with • Phase 6 of PBH gardens to be local universities, NCHC, NNUH and designed and implemented. other research partners such as Big C. Recruit and launch Community Connector role. Sustainable Income • Start a review of current education Stream Development offerings and gaps in palliative care training.

- · Take on patient and community catering.
- Website development to support income potential including digital donor journey.
- Implement lottery.
- Initiate community fundraising campaigns (walks, runs, etc.).
- Develop the commercial activity capacity including expansion of retail, catering and explore other opportunities.
- Explore and develop commercial activities including partnerships with local businesses.



YEAR TWO | 2026

EXPANSION & REFINEMENT





· Increase income through retail

secure larger contributions.

• Host new signature fundraising

Replace/review low performing shops.Develop a major donor programme to

investment.

events.

YEAR THREE | 2027

CONSOLIDATION & IMPACT ASSESSMENT

Evaluate and Optimise Model of Support

- Conduct a comprehensive evaluation of the services.
- Implement changes based on evaluation to improve effectiveness.

Long-term Collaboration

- Regularly evaluate joint initiatives to ensure they are meeting patient needs.
- Develop a long-term strategic plan with NCHC focusing on shared goals and resources.

Sustainable Income Strategies

- Diversify income streams further by exploring new fundraising avenues (e.g., online campaigns, legacy giving).
- Assess the financial impact of commercial activities and refine approaches.
- Be a growth charity with improved ROI.

Therapy Programme Expansion

- Scale up music, art and complementary therapy offerings based on demand.
- Build resilience in our strategic initiatives to ensure sustainment.
- Train additional staff and volunteers to support therapy programmes.

Research and Education Leadership

- Expand educational offerings to become a recognised training provider in the sector.
- Publish findings from research initiatives to contribute to the palliative care body of knowledge.



MONITORING & EVALUATION

We'll know if we've been successful if:

KPIs

Track metrics such as the number of families served, therapy participation, fundraising totals, and collaboration outcomes.

- Income targets achieved
- Qualitative and quantitive feedback on therapy participation
- Number of patients supported at the lodge

| Feedback Mechanisms

Regularly gather feedback from staff, volunteers, and service users to inform strategy adjustments.

- Include patient forum / collaborative
- Monitor ICB & NCHC as feedback forums committee and joint management teams

Annual Reviews

Conduct comprehensive annual strategy reviews to assess progress and recalibrate goals as needed.

