



# STRATEGIC PLAN 2019-2023



# LauraLynn

IRELAND'S CHILDREN'S HOSPICE





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# Foreward

I am pleased to present “*Growing a Community of Care*”, the LauraLynn, Ireland’s Children’s Hospice Strategic Plan 2019-2023, which lays out our ambitious plans for the next five years.

Our strategy will not be a static document. We will keep it, and our priorities, under constant review.

It reflects our determination to **Make every day better for those in our care**, through the provision of high-quality, clinical and social care, in an environment that promotes inclusion, having fun and making the most of every moment. And it honours our heritage, expertise and traditional values of Family, Life and Care.

## **Our core focus over the five years of the strategy will be to:**

- enhance our children’s hospice and palliative care service and expand it nationwide;
- extend our children’s disability respite service in the Greater Dublin Area to serve more children and families;
- enhance our adult disability service to ensure it’s an exemplar service and the best possible home for our residents; and
- build the financial, human, educational and reputational resources necessary for us to achieve these ambitions.



These priorities have been informed by our families, staff and volunteers, plus the many healthcare professionals, service providers, funding partners and policymakers we consulted. They told us that our community of care must grow and provide more care to more families. And highlighted that LauraLynn has an important role to play in shaping policy and standards of care for children with palliative care, complex medical care and complex disability care needs.

LauraLynn will face considerable challenges, that may affect our ability to achieve all we want to in the next five years; none the least the need for a sustainable funding model for our core services. However, we stand ready to find solutions, in partnership with the Department of Health, Health Services Executive and other stakeholders, and with the help of our generous supporters and dedicated staff and volunteers. Together we will be able to realise our common goal of supporting more children, adults and families than ever before, ensuring they have choice and tailored care, as close to home as possible, when they need it.

**Orla O'Brien**  
CEO

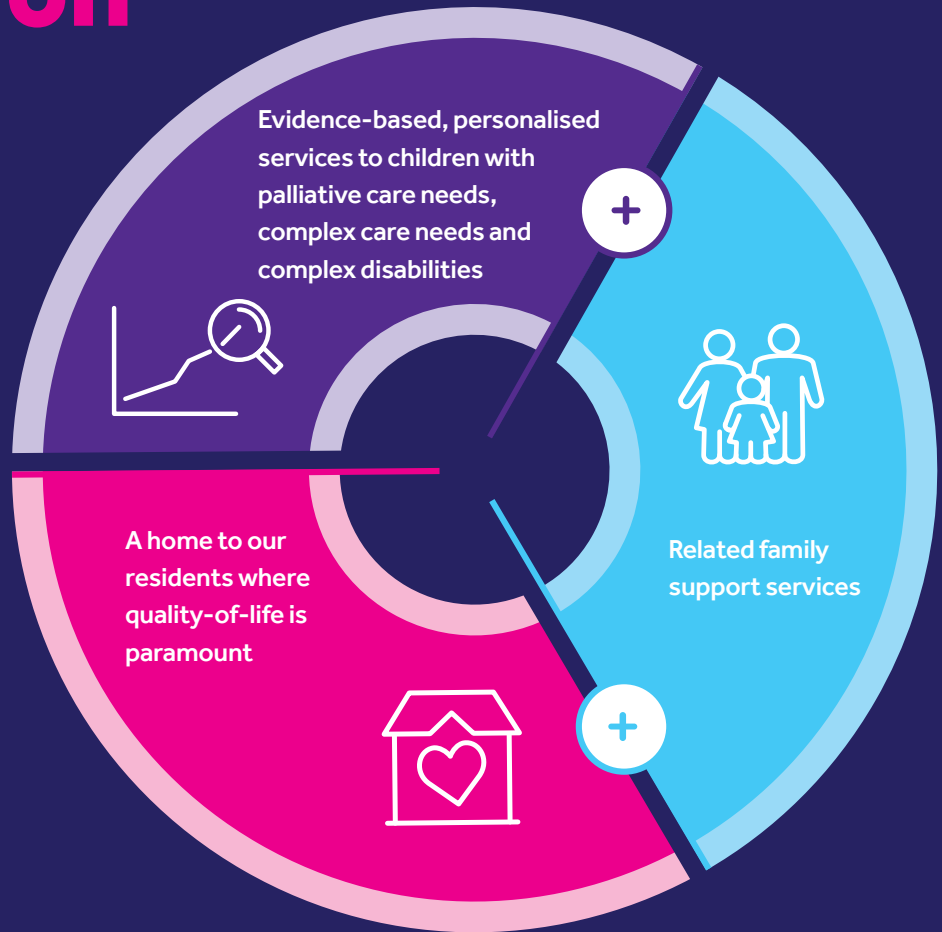
**Niall McHugh**  
Chairman

**Vision**  
To make  
everyday  
better for  
those in  
our care



# Our Mission

**Our MISSION is to provide a Community of Care that delivers:**



**WE WILL PROVIDE** our services from our campus in Leopardstown and regional hubs to be developed over time

**WE WILL STRIVE** to advance the development and delivery of services to those we support through advocacy, research and education

**ULTIMATELY** our ambition is that no child whose life is to be limited will spend any more time in a hospital than is necessary; and that residents in our care are supported to reach their full potential

# Our Values

Our work will be underpinned by our values of:



**COMPASSION**

**COLLABORATION**

**EXCELLENCE**

Our Values will be recognised through our **CHARACTER STRENGTHS** of:

## **KINDNESS**

Generosity, altruism, empathy, nurturance and care

## **LOVE**

Capacity to love and be loved, and to value close relationships

## **HOPE**

Optimism and future-mindedness. Hope is the connection to future dreams and aspirations

## **TEAMWORK**

Respect, loyalty and social responsibility

## **LEADERSHIP**

Organising group activities and encouraging a group to meet goals

## **HONESTY**

Authenticity, integrity and genuineness

## **LOVE OF LEARNING**

Desire to master new skills, learn new topics and systematically add to knowledge

## **JUDGEMENT**

Open-mindedness, weighing information thoroughly and making decisions based on evidence

## **LEADERSHIP**

Organising group activities and encouraging a group to meet goals

# About Us

LauraLynn, Ireland's Children's Hospice was formed in 2011 following the merging of the long-standing Children's Sunshine Home and the LauraLynn Foundation, founded by Jane and Brendan McKenna. It provides a 'Community of Care' that comprises the only children's hospice in Ireland (LauraLynn Children's Hospice Service) as well as two local disability services (LauraLynn Disability Services). All services are operated from our main campus in Leopardstown, Dublin 18.

LauraLynn is committed to upholding the highest levels of governance across our clinical, corporate and fundraising activities. We operate to the 'triple lock' standard of good governance and are fully compliant with:

## **HSE Compliance Statement**

- Charity Regulator
- Fundraising Standards
- SORP Financial Reporting

## What is the LauraLynn Community of Care?

The LauraLynn **Community of Care** includes all strands of its services, incorporating Children's Palliative Care (hospice and home), Children's Complex Care (intermediate care and disability respite) and Adult Residential Care. The philosophy of the LauraLynn Community of Care is centred around delivering exemplar, holistic care; within a dynamic culture of compassion, collaboration and excellence.



GROWING A  
**COMMUNITY  
OF CARE**

## LauraLynn Disability Services

LauraLynn's Disability Services – formerly known as The Children's Sunshine Home – are registered with HIQA as a Designated Centre for Persons (Children and Adults) with Disabilities and are funded by the HSE under a Section 38 Provider Service Level Arrangement.

Comprising Willow View, an adult residential service, and Hazel House, a residential and respite service for children and adolescents, our disability services have been operating for more than 40 years. These unique services offer an individualised, social model of care to children, adolescents and adults with highly complex disabilities and medical needs.

Care is based on HIQA's 9 Key Principles and the service strives to provide a homely setting that promotes the privacy, dignity and safety of each child and adult.

## LauraLynn Children's Hospice Service

LauraLynn Children's Hospice Service provides palliative and hospice care to children with life-limiting conditions from across Ireland and support to their families.

LauraLynn Children's Hospice Service is predominantly dependent on fundraising income to cover operational costs.

Focussing on enhancing quality-of-life – including physical comfort and wellbeing, as well as the emotional, social, and spiritual aspects of care – LauraLynn provides a range of practical care and emotional supports from diagnosis to end-of-life, and throughout bereavement.

Care is evidence-based, and provided by an interdisciplinary team of health and social care professionals in the hospice, the family home, hospital or community setting, depending on the family's preference and medical needs of the child.



# Care provided by LauraLynn's Children's Hospice Service:



## Direct Care

This may be sessions of planned or unplanned care to children with life-limiting conditions, provided in hospice, in the family home or in the hospital.



## Family Supports

We offer individualised support programmes that support the whole family in coping with caring for their child throughout the course of their condition.



## Symptom Management

Children supported by LauraLynn often have complex symptoms that change over time. We offer expert medical and nursing care to support the family in managing those distressing symptoms throughout the child's life.



## End-of-Life Care

Caring for the child and family at the end of the child's life is an essential part of what we do. Our aim is to ensure the family's wishes for location of death are met where possible.



## Bereavement Care

We strive to assist families in their experience of loss during a child's life throughout the course of the condition, around the time of the child's death, and in the weeks, months, and years that follow.

# Our ambition for the next five years is to:

**EXPAND** our children's hospice and palliative care services nationwide in line with unmet need

**EXTEND** our children's disability respite service in the Greater Dublin Area to serve more children and families

**ENHANCE** our adult disability service to ensure it's an exemplar service and the best possible home for our residents

**BUILD** the financial, human, educational and reputational resources necessary for us to achieve these ambitions

# Development of the plan



Following the conclusion of our 2015-2017 Strategic Plan, the Board has worked closely with the Executive to set out a strategic direction to enhance the services currently provided by LauraLynn Children's Hospice and to expand its remit and service provision in line with the needs of children and families affected by life-limiting or complex medical conditions, as and where the organisation has the expertise to appropriately do so.

As part of the development of the plan, a comprehensive policy review and SWOT analysis of the environment was conducted by the Executive Team to build the strategy content and to take into account the evolving requirements of the sector. Extensive stakeholder consultation was conducted, including site visits, meetings, teleconferences, surveys and workshops, in order to assess current and future system needs and opportunities.

The Mission, Vision, Values and Strategic Objectives of the organisation were reviewed by the Executive and approved by the Board of Directors.

**Thank you to everyone who contributed to the production of this document.**

# Our Strategic Goals

We have identified 6 Strategic Goals that provide a roadmap for LauraLynn to achieve our mission and realise our vision.



1

## Expand and enhance our Community of Care

### WHY THIS IS IMPORTANT

LauraLynn aims to develop a Community of Care which incorporates all strands of its services; Children's Palliative Care (hospice and home), Children's Complex Care (intermediate care and disability respite) and Adult Residential Care. Where our specialised care is needed, we aim to expand and enhance the range and reach of services within this Community of Care in a way that is responsive to the needs of all those we support.

### KEY ACTIONS

- Enhance our children's hospice and palliative care services in the Greater Dublin Area
- Expand the delivery of selected palliative care and complex care services nationwide
- Develop an exemplar children's disability respite service for children with complex disabilities and extend to the Greater Dublin Area
- Provide an exemplar disability residential service and home to the adults currently in our care

### THE IMPACT THESE ACTIONS WILL HAVE

In growing our Community of Care we will facilitate greater access to services for families nationally. Through strategic collaboration, our Community of Care will augment existing services in the wider healthcare sector, thereby enhancing the overall provision of care to those we support.

Continuing to strive for the highest standards of care and service delivery in everything we do will ensure that quality-of-life is of paramount importance and underpins all aspects of our service delivery.

## 2

### **Build our research and education capabilities through innovation and collaboration, nationally and internationally**

#### **WHY THIS IS IMPORTANT**

In order to ensure that children with palliative care, complex care and complex disability needs have the high quality, specialised care they need LauraLynn has an important role to play in fostering a culture of ongoing continuous education and development of our team; providing education and training to healthcare professionals nationally based on our unique expertise and experience; and in helping address the dearth in high-quality research in the care of children and young people with life-limiting conditions and palliative care needs through robust research in the field.

#### **KEY ACTIONS**

- Devise and implement a research strategy that informs and guides the development and delivery of services
- Collaborate with third level institutions (TLIs) and with other experts to provide education and knowledge transfer in children's palliative care, complex care and complex disabilities
- Provide all educational and development supports required to facilitate the delivery of safe and high quality care

#### **THE IMPACT THESE ACTIONS WILL HAVE**

The further education of healthcare professionals will support the development of a workforce that is appropriately trained and empowered to provide high-quality care to children and adults receiving support from LauraLynn. High-quality research will provide both LauraLynn and other stakeholders the evidence required to continue to improve the care provided to children with life-limiting conditions.

### 3

## **Play a leading role in influencing the policy landscape and advocating on behalf of those we support**

### **WHY THIS IS IMPORTANT**

Increasing the public and political priority about children's palliative care and the needs of the children with life-limiting conditions and their families is central to ensuring that their needs are met by LauraLynn and the State. With significant competing priorities for our funders and policymakers, we are uniquely placed to advocate on behalf of our service users using an evidence-based approach. Our aspiration is that, when needed, high-quality, responsive and sustainably funded children's palliative care services be available close to home.

### **KEY ACTIONS**

- Devise an organisational advocacy strategy informed by research and the needs of our families
- Develop our communication and engagement strategy to increase awareness and support
- Build our external profile with relevant stakeholders to establish our reputation as a credible sector leader
- Collaborate with like-minded third parties on relevant campaigns and submissions to government, policymakers, the HSE and others who have the power to implement change

### **THE IMPACT THESE ACTIONS WILL HAVE**

On foot of these actions we believe understanding of our organisation and issue will increase among policy-makers, the public and the media. LauraLynn will be known as a progressive, credible partner and sector leader that is dedicated to improving the lives of children and families affected by life-limiting conditions and complex disabilities through shaping policy and public understanding. If successful, this goal will help ensure more equitable and timely access to children's palliative care services for families needing them.

# 4

## **Be a great place to work, which is appropriately resourced and where our staff and volunteers feel valued and proud**

### **WHY THIS IS IMPORTANT**

The work undertaken by LauraLynn is very important and special, if at times challenging. A workforce, including volunteers, that feels supported, valued and proud is important if we want to continue to provide and grow the exemplar service our service users deserve.

The people goal will be lived through the new values identified by our staff and volunteers – compassion, collaboration and excellence.

### **KEY ACTIONS**

- Develop a comprehensive workforce plan for staff and volunteers, to attract and retain the best talent to meet future service needs
- Become an employer of choice by providing a positive workplace environment that:
  - Promotes resilience, health and well-being of staff and volunteers
  - Recognises the contributions of all
  - Offers professional and career progression opportunities
- Create a learning environment that facilitates the development of high performing teams across the organisation
- Develop the capabilities and capacity to deliver effective leadership at all levels in the organisation

### **THE IMPACT**

On foot of these actions, we will create a service where, not only will those we're supporting feel they are receiving the best care and attention possible, but one that is supporting more families that need it around the country. An environment where striving for excellence, learning, development and teamwork are part of the everyday and an organisation that individuals actively wish to come and work for.



# 5

## **Develop a funding strategy to ensure our sustainability and to support our future direction**

### **WHY THIS IS IMPORTANT**

While our ambition is that our current core services are adequately funded, planning to meet unmet need will require additional and sustainable sources of funding. The capacity of the statutory sector to support our expansion of services will be explored to the full, but we will also need to build diversified funding streams so we maintain our financial stability, protect our statutory income and grow our regular sustainable income.

### **KEY ACTIONS**

- Identify the funding requirements for delivering the strategy
- Secure statutory funding for core services - children's palliative care, complex care and disability services
- Build diversified funding streams
- Ensure we provide and demonstrate impact to our funders

### **THE IMPACT THESE ACTIONS WILL HAVE**

Investing in sustainability means we can continue to maintain our track-record for strong financial management, governance and best practice by spending in line with our strategic priorities and operating as an efficient organisation that delivers quality care and value for money.

## 6

### **Develop a responsive organisation that is governed and managed in line with best practice**

#### **WHY THIS IS IMPORTANT**

Our credibility depends on public trust so it is important to us that we take the commitment and trust of our donors, funders and the public very seriously and conduct our business in clear and transparent manner. As we implement our strategy we want to maintain our track-record for strong clinical and corporate governance and build our digital capability so we can deliver more services effectively and efficiently.

#### **KEY ACTIONS**

- To develop our governance and organisational structures to enable us deliver all aspects of our strategic plan
- Ensure the organisation is governed and managed in accordance with best practice and compliance with all legal and regulatory requirements
- Maintain our culture of clinical excellence and safety, quality and risk management as we continue to grow our services, and pioneer the development of accreditation standards for children's hospice care in Ireland
- Develop a robust ICT strategy that enhances our digital capabilities, including the provision of timely management information and analytics

#### **THE IMPACT WILL BE**

We are passionate about investing in our care services because we know the need for them continues to grow. We will therefore strive through this goal to ensure our governance and organisational structures enable us to deliver more services by the end of this strategy than we do today.

Maintaining strong clinical and corporate governance will ensure we continue to deliver high quality, safe care and demonstrate effective stewardship of public funds.





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*Making every day better*



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