



Tŷ Hafan's Strategic Plan

2025-2028





When a child's life will be short, no family should have to live it on their own.

Introduction



Tŷ Hafan's ambition is that **When a child's life will be short, no family should have to live it on their own.**

When a family is caring for a child whose life will be short, they face a daily struggle, often without the care and support they need. We believe that every family should have access to the care they need through life, death and beyond.

Tŷ Hafan offers specialist care and support for children and young people living with life-shortening conditions and their families in Wales. As the children and young people referred to the service are not expected to live beyond 18 years of age, we aim to make sure that no family faces their child's short life alone. The support provided is personalised and lifelong. For families, the support extends into bereavement.

Unlike adult hospices where the needs of the adult are often sudden onset and short duration, the care and support needs of children and families are more typically for an extended duration, often lasting many years. Many children with a life-shortening condition are diagnosed at birth or in early childhood and live for many years with a range of increasingly complex medical needs.

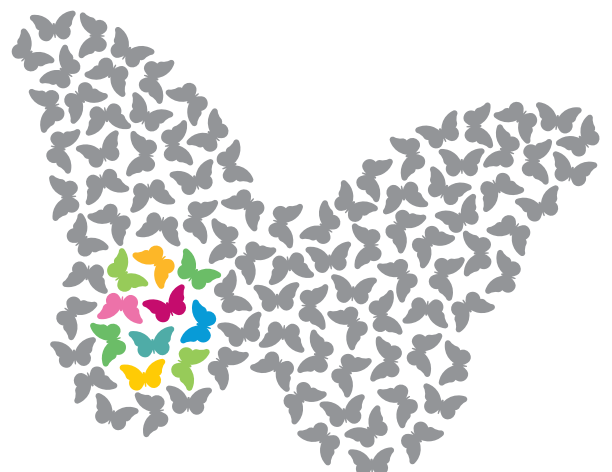
Families live with the expectation that their child is likely to die and often face into multiple instances of potential end-of-life care. This emotional rollercoaster, alongside the exhausting realities of caring, can prove overwhelming for families.

In 2024, we marked 25 years since the opening of Tŷ Hafan. While we took the chance to acknowledge and thank everyone who has played their part in supporting hundreds of children with life-shortening conditions and their families in Wales, we are also keenly aware of how much more there is still to do.

In our 25th anniversary year, we jointly published (with Welsh Government and Hope House Tŷ Gobaith Children's Hospice) *Children in Wales Requiring Palliative Care: Trends in Prevalence and Complexity 2009-2019*. The report showed that the number of children with a life-shortening condition in Wales had increased by almost a quarter in the decade from 2009 to 2019.

It means that only 1 in 10 children with a life-shortening condition are supported by a children's hospice in Wales and that hundreds of families are living their children's short lives alone and isolated.

Our Strategic Plan sets out the steps we plan to take to reach every child and family who needs our support.



Our Values



Our values underpin everything that we do.

We make a difference by:

- **Demonstrating Compassion**
We show empathy and respect to all, making time to listen to, and support others.
- **Working Together**
We are one team, we consciously collaborate, and enable each other to contribute to our purpose.
- **Providing Excellent Service**
We take pride in delivering on our commitments and are proactive in continuously improving our services.
- **Taking Ownership**
We trust each other to deliver and are responsible for our own actions, seeking ways to reflect and learn.



Our values
embody how we
carry ourselves,
how we treat
others and how
others should
treat us.



Where are we now?

Our services

In 2024 we ...



Health Inspectorate Wales undertook an inspection of our hospice services in October 2024 and reported that *“staff all levels worked hard to provide children with a good experience. We observed staff treating children with complete dignity, kindness and compassion, and there were sufficient arrangements in place to provide sufficient and effective care”*.

Our people

In 2024 we ...



Our fundraising



Our Vision:

Our Strategic Objectives



A Wales where every child with a life-shortening condition, and their family, can access the care and support they need. When and where they need it.

1. Reach

We will be there for every child who needs us, where and when they need us.



2. Quality

We will deliver high quality and compassionate services that meet the needs of the children and families we support.



3. People

We will attract, retain and develop a diverse, skilled and engaged team of people.



4. Income

We will sustain and grow a diverse range of income streams that meet our ambition.



We deliver on this vision by providing care and support to children and families, through partnership working and through advocacy.





“Caring for a child with a life-limiting condition – the effects it has on a family are massive.”

Looking ahead

Reach – We will be there for every child who needs us, where and when they need us.

Why is this important?

- The number of children in Wales living with a life shortening condition is growing, with an estimated 4,000 currently. Of those, around one third are likely to be experiencing clinical instability and could potentially benefit from hospice and/or specialist palliative care support. Tŷ Hafan and Tŷ Gobaith currently reach around 400 of these children at any one time
- We are seeing an increase in referrals for end of life, symptom management, and crisis stays
- There are currently geographic inequities in accessing holistic and specialist palliative care across Wales
- Families living further from the hospice building report a desire for more locally based services and access to the full range of hospice support. There is potential for more of our offer to be delivered closer to home, dependant on collaboration with local health boards.





What does future success look like?

- All eligible families in need of end-of-life care or symptom management can access the hospice if desired
- All eligible families in need of end-of-life care or symptom management can access support at home if desired (local health board teams supported by Tŷ Hafan teams)
- All eligible families are provided with a meaningful offer, based on assessed need, of a range of support services closer to home
- All eligible families continue to be offered bereavement support if their child dies
- All eligible families who have limited access to health or social care respite services will be offered some level of respite at home or within the hospice
- All eligible families are supported to use the hospice-based resources – i.e. hydrotherapy pool, sensory and play areas, with access to experienced therapists
- Agile staff resource will be directed where it is needed, with flexibility between hospice and community provision.

Quality – We will deliver high quality and compassionate services that meet the needs of the children and families we support.



Why is this important?

- The needs of our beneficiaries vary. In many circumstances we will provide life-long care. In others our first interaction with a child will be near the end of their life. Many of our children will require highly complex specialist care, as well as individualised emotional and psychological support
- Children and families need to have full confidence in the quality of our care and support. We will always strive to provide evidence based care of the highest standard and comply with all regulatory requirements, national frameworks, and National Minimum Standards and guidelines to ensure continuous quality improvement
- The needs and wishes of each child and their carers/family will be unique to them, and will benefit from a highly personalised response. Families will always be encouraged to play as active role as possible in decision making.





“It’s emotionally
tiring, physically
tiring, financially
tiring.”



What does future success look like?

- Children, young people and their families should feel confident in the care they receive and feel supported by the right people at the right time
- The care children, young people and families receive is tailored to their needs. The support provided should be agile and adapt as the child and family needs change
- The child and their family play an active role in discussions about their care
- Children and young people are cared for by a multidisciplinary team that includes members of the specialist paediatric palliative care team
- Parents or carers of infants, children and young people are offered support for grief and loss when their child is nearing the end of their life and after their death
- Families of infants, children and young people approaching the end of life and being cared for at home have 24-hour access to clinical and emotional advice/ support via the care team.

People – We will attract, retain and develop a diverse, skilled and engaged team of people.



Why is this important?

- Our ability to achieve our objectives and big ambition depends on the enthusiasm, skill and commitment of employees and volunteers
- There has been a significant focus in recent years on our people and culture plans leading to high morale and engagement, we want to ensure this continues
- We have been operating in a challenging post-pandemic labour market, and a national shortage of registered paediatric nurses and allied health professionals persists
- Having an inclusive and diverse workplace enables increased innovation, development and engagement supporting everyone to deliver their best for Tŷ Hafan.

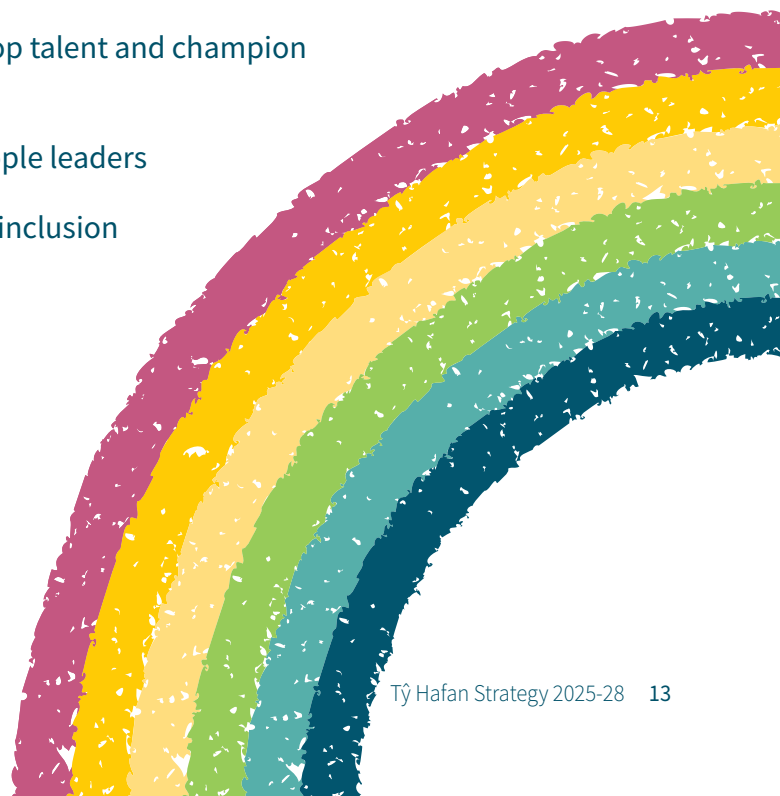


welcome to the heart of our hospice



What does future success look like?

- We foster a values-driven and positive culture, ensuring everyone is motivated and engaged
- We attract and retain the best people
- We enable excellent performance, develop talent and champion continuous improvement
- We support and develop exceptional people leaders
- We value diversity and are committed to inclusion and supporting wellbeing.



Income – We will sustain and grow a diverse range of income streams that meet our ambition.

Why is this important?

- We have ambitions to significantly expand the reach of our care offer
- Care expansion depends on significant growth in income, which requires investment in the short term
- Income generation levels have largely recovered post pandemic (and in some instances have already started to grow)
- It has been necessary to secure and spread risk across a broad range of income generation activities
- There is potential to increase growth through targeted investment and activity.





What does future success look like?

- Talented and motivated fundraisers with the skills and tools to deliver transformational and sustainable growth
- A whole organisation culture which is supportive of income generation and which supports income generation to maximise returns
- An audience-centric approach which means we make decisions based on what we know about audiences
- An agile and innovative approach to testing and learning
- A great understanding of the markets in which we operate and the most relevant target audiences, with targeted long-term strategies for maximising return on investment
- A resilient income base, that allows us to respond to unforeseen circumstances
- An expanding and engaged supporter base, built on a fantastic supporter experience.



“A lot of children who go to the hospice have a really life-limiting condition, some of the parents do not know if their child is going to wake up in the morning. To have that fear We as a nation should be making sure those families live life to the full.”

Key Enablers

Successful delivery of our strategic objectives relies on a number of key enablers.



We will:

- Maintain a strong focus on our People and Culture plans and invest in targeted training and development
- Embed an insight-driven approach across the organisation, ensuring we are making decisions based on evidence and insight. This will be supported by the introduction of our new Customer Relationship Management system
- Continue a rolling programme of capital investment in our systems and estate
- Implement a targeted marketing and communications strategy, ensuring we are building awareness amongst key audiences to deliver our strategic objectives
- Identify opportunities to deliver more efficiently across all areas of the business, ensuring every pound raised has the maximum impact on children and families
- Work closely with statutory and voluntary partners to ensure that children and families are supported through life, death and beyond.



Key Projects and Developments



Over the next three years, delivery against the following key projects and developments will be crucial in enabling us to make progress towards our Big Ambition.

We will:

- Focus on recruiting the number of nurses required to increase the number of beds of care we can safely deliver at the hospice. In 2025-26, we will recruit five additional nurses
- Implement our Paediatric Intensive Care Unit liaison service to encourage referrals of children with life-shortening conditions who have yet to receive Tŷ Hafan's support
- Work with our Health Board partners to scope the potential for a community nursing offer to be available across our South, West and Mid Wales area
- Expand our bereavement services to meet the needs of the increasing number of families whose children have died
- Expand our transition services to meet the needs of the increasing number of families whose children reach the age of 18 and need support accessing adult services
- Continue to invest in our people and culture plans, focussing on implementing plans to improve Equality, Diversity and Inclusion and on embedding a 'Speaking Up Safely' approach across the organisation.





- Continue to develop our managers and leaders and ensure we have succession plans in place across the organisation
- Invest in a range of income generation areas, focussing on maximising returns over a five-year period
- Implement plans to ensure the charity is in a position to diversify its funding base, including increasing statutory funding sources
- Review current IT systems and migrate to systems which increase efficiency and effectiveness where necessary. This includes our fundraising database, finance systems and retail system
- Review our approach to internal communications and make it easier for colleagues to do their jobs and collaborate, including the introduction of a new intranet
- Embed new brand guidelines across the organisation and maximise opportunities to increase brand awareness and propensity to give amongst target audiences
- Develop a joint public affairs strategy with Tŷ Gobaith, ensuring we are in a good position to influence Welsh Government in the lead up to and following the next Senedd elections.



Tŷ Hafan

CHILDREN'S HOSPICE
HOSBIS I BLANT

www.tyhafan.org

Patron HRH The Princess of Wales



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