



Vision 2030



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In the days leading up to Mum's passing, they showed endless compassion, love, and care, not only to Mum but to us as a family.



Julie

They gave us a safe place to feel frightened, to talk openly about our worries, and to work through those emotions together. They offered comfort in the smallest yet most powerful ways — a hug or a gentle hand on the shoulder when we needed strength the most.

At the same time, they respected our need for space, encouraging us to create precious family memories and helping to make that possible.

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Emma

Julie's Daughter



40 years of care at St Andrew's Hospice...



Nearly 15,000 patients
cared for in our
Inpatient Unit -
over 300,000 bed days

25,000 Outpatient
support sessions, classes
& activities delivered



11,250 individuals supported
through 135,000 bereavement sessions

Vision 2030

In 2026, St Andrew's Hospice proudly celebrates 40 years of providing specialist palliative care within the Lanarkshire community. During this time, we have seen the needs of our community change and evolve. As an organisation, we must continue to adapt and respond flexibly to these changing needs.

Vision 2030 sets out the strategic direction of St Andrew's Hospice over the next four years.

Despite facing significant challenges over recent years, St Andrew's Hospice has demonstrated resilience and strength. Throughout this period, we have continued to deliver high-quality, patient-centred, compassionate care and support to the communities of Lanarkshire.

What remains constant, however, is our core mission: to support and enable patients to live well until the end of their lives, and to die well, while providing compassionate support to their loved ones.

Achieving our Vision 2030 will require strong leadership, collaborative partnership working, and a sustained commitment of resources. Together, these will ensure we can continue to meet the needs of our community now and into the future.



Joy Farquharson
CEO
July 2026



Vision 2030

Our vision is a future where everyone in Lanarkshire faced with death, dying or bereavement has access to excellent palliative and end of life care.

Our Core Values

Despite changing health and social needs in our community, our Core Values as a hospice remain the same:



How was Vision 2030 developed?

This strategy has been developed following a review of our 2022–2025 strategic objectives and outcomes achieved, alongside consideration of national and local priorities for specialist palliative and end of life care. We have engaged with staff, volunteers and other stakeholders to ensure our strategic objectives align with those of the community we serve.

We have reviewed and taken into account the current epidemiology reports for Lanarkshire and the estimation of the number of people in Scotland who die with unmet palliative care needs. We have also aligned Vision 2030 with the current health and social care landscape in Lanarkshire in relation to specialist palliative and end of life care which has changed over the past two years, as well as the latest research evidence.

Following consideration of all these aspects, we have identified three strategic aims in order to achieve our Vision 2030. These aims are summarised in the diagram below and outlined in detail over the next few pages.



EXCELLENCE across all services

We will:

- Demonstrate excellence in all aspects of our organisation
- Continue to learn from our patients and their families – what matters to them
- Continue to engage with our regulator organisation to ensure we meet all the necessary standards and can demonstrate excellence in care across all our services
- Become the volunteer organisation of choice
- Expand and develop outreach services based on patients' preferred place of care
- Develop a Communications Plan to strengthen awareness, increase engagement, influence and increase income through clear, compassionate communication and effective marketing that reflects our hospice's values and impact

Our measure of success will be:

- Utilising patient outcome measures to evidence excellence in care
- Continuing to receive positive inspection reports from our regulators
- Successfully obtaining Investing in Volunteers accreditation
- Successfully establishing a new outreach project in the community
- Increasing awareness, engagement, income generation, and positive stakeholder feedback, supported by strong digital growth and brand trust

SUSTAINABLE service delivery

We will:

- Ensure we manage the hospice responsibly and sustainably with adequate liquidity to meet the OSCR recommendations
- Continue to work closely with NHS Lanarkshire and Scottish Government to ensure continuous appropriate financial input to meet the service needs
- Develop and implement a robust learning and development programme for staff and volunteers
- Continue to develop our environmental sustainability profile
- Continue to review and invest in emerging areas of income generation and social enterprise
- Continue to review and evaluate our retail portfolio and profile
- Communicate responsibly with supporters, reflecting their needs and interests
- Automate/digitalise as many current manual processes as possible to improve efficiency
- Continue to upgrade our IT infrastructure to meet clinical and business demands

Our measure of success will be:

- Maintaining our ongoing Service Level Agreement with NHS Lanarkshire with annual increments
- Implementing a digital tracking system for recruitment and volunteering
- Automating manual finance procedures
- Developing a new Income Generation Plan which ensures income matches the service needs of our community
- Achieving year on year carbon footprint reductions
- Developing and implementing a new fit for purpose patient record system

Live our PURPOSE boldly

We will:

- Ensure the services we provide are fair and open to everyone
- Ensure supporters who donate their financial resource and their time can clearly see the value of their contribution
- Ensure we continue to work closely with current partners as well as seek new partners across all sectors
- Continue to reach out to underrepresented groups who may not be familiar with hospice care
- Continue to invest in the wellbeing of our staff and volunteers
- Continue to influence other health and social care providers to promote and provide excellence in palliative and end of life care

Our measure of success will be:

- Continuing to receive positive feedback from users of all services
- Reporting annually on our impact within our community
- Developing new corporate partnerships
- Being able to evidence working with underrepresented groups
- Creating regular opportunities to support staff and volunteer wellbeing
- Providing ongoing input to various groups and organisations across Lanarkshire who provide elements of palliative and end of life care





You can help by...

Working for us

Becoming a volunteer

Donating to/
buying from
our shops

Taking part in
fundraising
activity

Sharing your
feedback

Becoming
a
Corporate
Partner

Playing our
Lottery

Visiting our
Dove Café



www.st-andrews-hospice.com



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