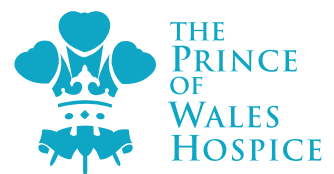




Every Life.
Every Moment.
Every Family.

Forty years strong.
Building for the next forty.

Strategic Plan 2026 - 2029



Care. Compassion. Community.

Our Strategy for 2026 and beyond

We pride ourselves on providing loving care when people need it the most.

Since the Hospice began, our community has supported and trusted us when it matters most.

Health, care and people's needs are changing. More of us want to receive care in a hospice, at home, or in a place and a way we choose.

We see this as an opportunity to work alongside health and care services, our community and other charities to develop services which focus on how we all want to be cared for in the future.

Our aspiration is to provide support earlier, provide services closer to home, in the community and provide services where everyone feels included.

In November 2029, our Hospice will have been open for 40 years.

Our 'Fit for Forty' campaign aims to create a hospice which is financially sustainable with welcoming and accessible buildings and facilities to support high quality care.

We will improve our use of technology, be an environmentally conscious organisation and a place where people want to work, grow, and stay.

Achieving these, will ensure we deliver the very best care to everyone: our patients, the people important to them, and our wider community.

Hospice care when and how you need it.

A clear strategy and aspirational future state will provide direction and help focus us to work together with purpose and a shared collective aim: to achieve high quality innovative services.

It ensures we have the right people, delivering the right services to meet the needs of our community. It helps us to measure our performance so we remain a high-quality organisation. It allows us to plan for the future so we can continue to grow and develop our services to meet people's changing needs.

Our Strategy will help us to anticipate change, adapt to challenges and seek opportunities to enhance our services. Our community will continue to experience high-quality, personalised and inclusive care delivered with loving care and dignity.

Through our strategy we aim to deliver care to more people so no one has to face serious illness alone.

I didn't know what was happening to me. I was supposed to be dying, and I was scared. I was frightened to go to the Hospice on my own. But when I got here, I was not alone anymore. Paul, the doctor, was amazing. He came into my room and explained everything about my care. The way he spoke made me feel at ease. I finally felt safe. They are so kind here. I made special memories. I'm feeling tremendously better. Every day I wake up here, I'm happy. I love every minute. I would absolutely recommend the Hospice, I would tell people not to be scared to come here. In a way, to look forward to it. They help you and make you feel better.

– Pat Jackson, Incare patient



Our strategy for delivering care into the future

OUR VISION

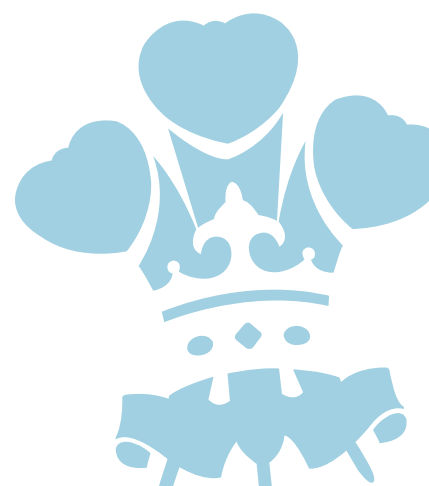
Our vision is to enable everyone in the community to live well and die well knowing their loved ones are supported.

OUR MISSION

We provide specialist care for adults with a terminal diagnosis. We focus on the person and not just the illness, supporting them and those around them.



Our Ambitions



Our workstreams for delivering our ambitions



Delivering personalised and inclusive hospice care

- We will reach more people earlier.
- We know that earlier support improves the experience of people needing our services.
- We'll continue to expand our community partnerships so more people can access our care sooner.



Building community services

- We will provide care where people need it.
- By growing our community-based services, collaborating with partners and raising awareness, we will offer support wherever people need us.



Being financially and environmentally sustainable

- We will secure the Hospice for the next generation.
- By maximising income, strengthening partnerships and investing wisely, we will protect our core services and ensure we remain sustainable long into the future.
- We will care for our planet and move towards environmental sustainability by improving our estate, reducing waste and making choices that positively impact our carbon footprint.



A place where people choose to work, grow and stay

We will strive to be a place where people choose to work and volunteer.

To deliver outstanding hospice care, we must attract and keep skilled people. That's why we're committed to high-quality training, leadership development, and a culture where compassion and excellence thrive.

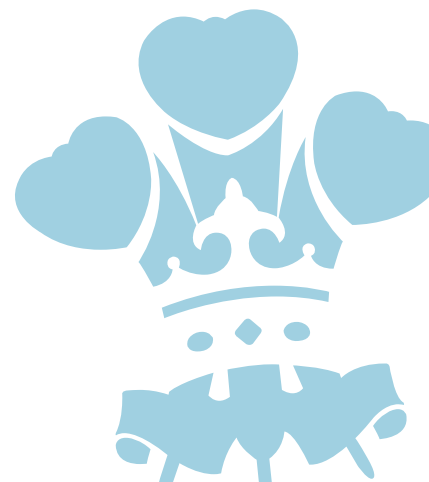


Embracing data and digitalisation

We will embrace digital tools so that we can spend more time on what matters: caring for people.

We will use data intelligently to make the best decisions for patients, those who matter to them and the Hospice.

Through safe and responsible use of AI we will be able to enhance our work without replacing our human touch.



Our Values



Loving Care and Dignity

Caring
Honest
Kind
Compassionate
Supportive
Respectful



Working Together

Colleagues and volunteers across the Hospice
Our community and those outside the Hospice
Patients and those important to them
Supporters
The wider health community



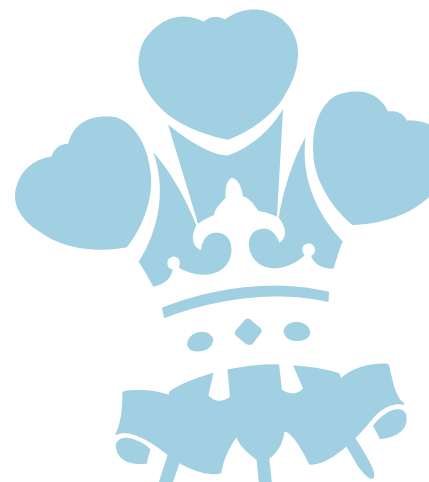
Above and Beyond

Dedication
Commitment
Finding out what matters



Quality and Excellence

Competent
Professional
Continually learning and developing
Striving for excellence
Taking ownership



How we'll use 2026/27 to start to deliver our ambitions

Ambition 1:

Personalised and inclusive hospice care

- Maximising bed occupancy
- Reaching more people through early intervention
- Understanding our community and gaps in services
- Raising awareness through marketing and education

Ambition 2:

Building community services

- Working with neighbourhood health teams to support high quality care in the community
- Reaching more people in our community
- Strengthening community partnerships

Ambition 3:

Financial and environmental sustainability

- Investment in training, expertise and income generation resource to give supporters an exceptional and personalised experience to maximise our voluntary income
- Ensuring financial sustainability to protect and grow the services our community depends on
- Ensuring our building is fit for purpose and future-proofed
- Delivering care in a way which is kind to our planet

Ambition 4:

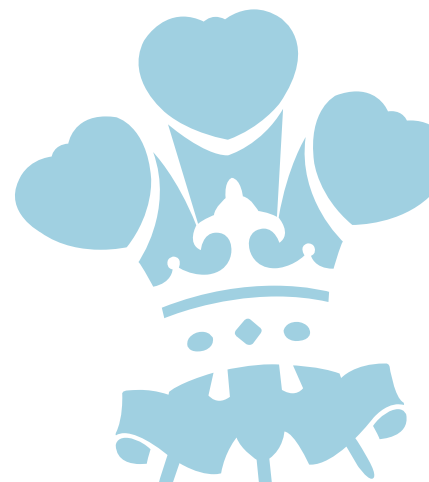
People choose to work, grow and stay

- Ensuring our staff and volunteers have the right skills and experience now and in the future
- Embracing high quality training and education
- Ensuring a supportive and innovative culture
- Supporting the wellbeing of staff and volunteers

Ambition 5:

Embracing data and digitalisation

- Ensuring our IT is up to date and people are trained to use systems
- Embracing the use of AI to work more efficiently and create more value
- Developing our data to support us to make the right decisions



Our History

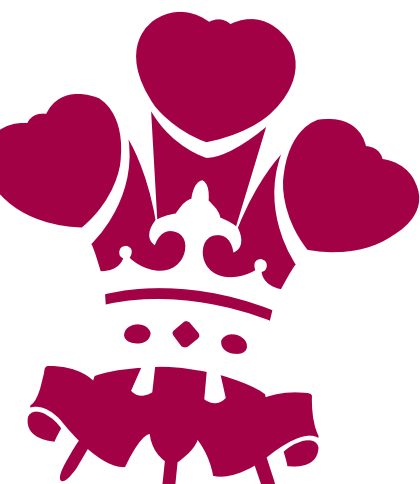
In 1981, at a local Rotary group meeting, the idea of a hospice was born. An appeal was set up in the name of 'The Five Towns Plus Hospice Fund'. The appeal was to raise money to build a local hospice to provide hospice care for people in the Five Towns area of Wakefield district including Pontefract, Castleford, Knottingley, Featherstone and Normanton.

It was much needed, in this mining community where people were more at risk of experiencing life-limiting conditions. To help pay building costs, members of the community bought bricks for 25p each and support groups were set up across the district to fundraise for the appeal.

In 1986, news of the fundraising reached His Royal Highness The Former Prince of Wales, who boosted the appeal by visiting the support groups.

In 1987, a further boost came when Wakefield Council donated the plot of land on Halfpenny Lane.

In November 1989, The Five Towns Plus Hospice opened one day a week.



A year later, the Hospice started opening three days a week and was able to admit patients for 24-hour care in a newly-furnished Incare facility.

Initially, the Hospice delivered Day Services. Over time, our services expanded and today we offer 24/7 care in our beautiful 14 en-suite bedrooms. In addition to our Inpatient facilities, we deliver a Lymphoedema Clinic and have a Wellbeing and Community Team working with people and their families. We provide a range of supportive services, both in and outside of the Hospice, such as bereavement support and different therapies.

His Majesty The King has continued to be our Hospice Royal Patron since 1987.



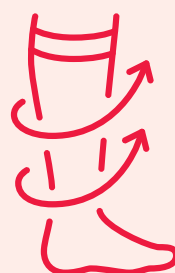
What our community and patients tell us...

Recent surveys showed:

Over
92% 

of people who have experienced our Incare services rate us **outstanding**

The **8%** rate us as good



100%

of those asked about our Lymphoedema clinics rated us **outstanding**



78%

of those asked rated our Wellbeing and Community services as **outstanding** and **15%**

rates these as **excellent**



100%

of those asked rated our counselling and bereavement services as either **outstanding** or **excellent**



86%

of those asked rated our complementary therapy sessions as **outstanding**

Care Quality Commission

We are proud to have maintained a rating of 'Good' overall, with outstanding elements in showing our commitment to provide compassionate, safe and quality care to people with life limiting illnesses and their families.

The CQC highlighted some fantastic and outstanding practice in relation to the equity in experiences and outcomes; kindness, compassion and dignity; and capable, compassionate, and inclusive leaders' quality statements.

People using the service, and those close to them spoke positively about their experience of care. People told us they felt treated with kindness, respect and compassion by staff. People felt involved in decisions about their care and said their wishes and preferences were respected. Families and supporters told us they felt welcomed, included and well supported during a difficult time. People said they felt safe, comfortable and well cared for in a calm and supportive environment, with one patient telling us, "It's an incredible place".

“ All the staff have been fantastic from the cleaners to consultants and made our stay very comfortable.

“ The staff go above and beyond to make sure the patient is comfortable and their needs are met. We couldn't ask for anymore.

“ The service provided and tailored to my need and the type of bereavement, excellent throughout.

“ The overall experience was calming. Each session allowing me to relax and forget my troubles. Very understanding, caring and supportive, friendly and welcoming place to be. Thank you.

“ They have always been there for me.

“ The level of care, support and compassion have been exceptional by every member of staff towards both my father's care and myself and my brothers support, emotionally and mentally. A fabulous team.

“ You guys have helped me considerably. Dealing with cancer is extremely difficult. I feel that my input is valued. You have listened. Thank you.

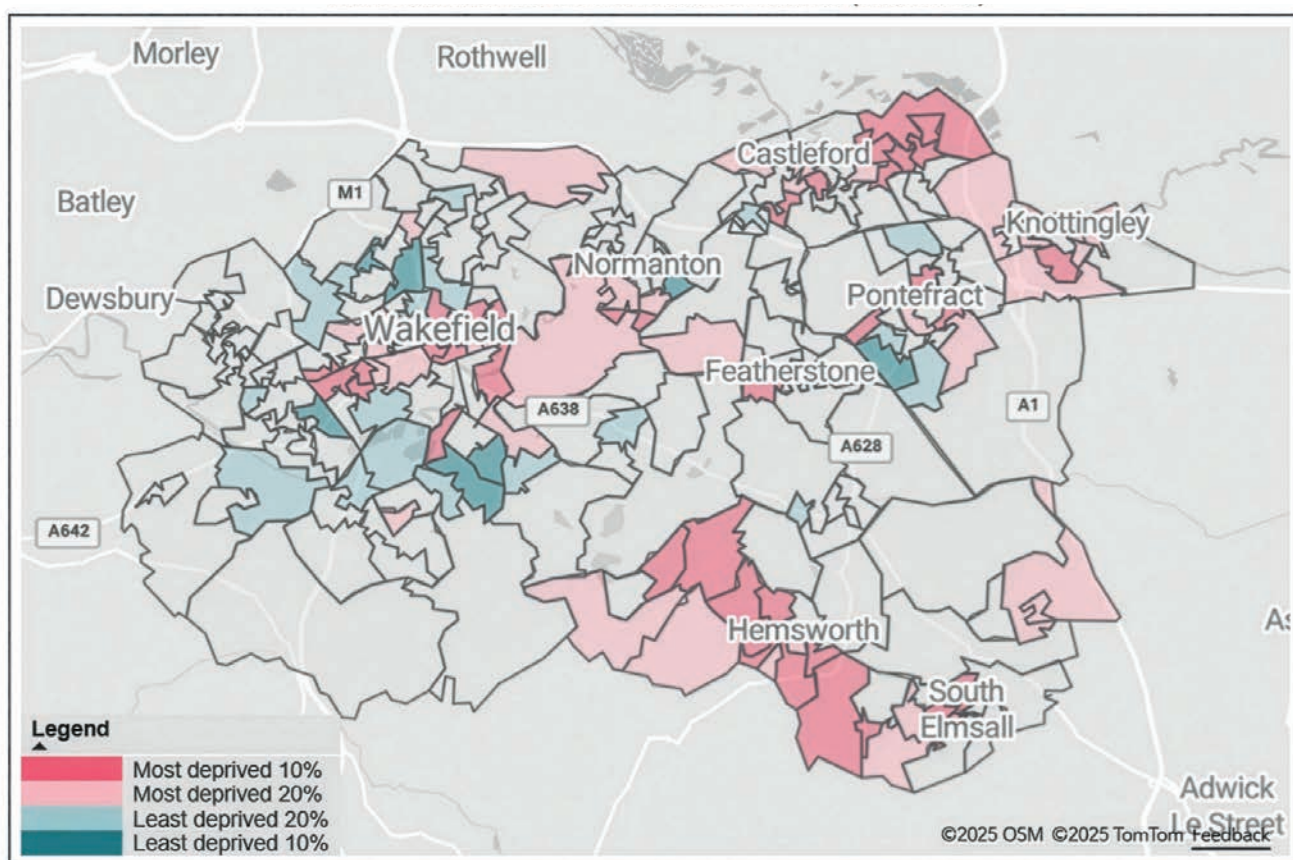
“ Personal care, personal touches.

Our community and its demographics

Pontefract and the Five Towns is located in the eastern part of the Wakefield District. The district has a population of approximately 360,000, with around 187,000 residents living within the Pontefract and the Five Towns locality.

Wakefield District is one of the most deprived 20% of local authorities in England with 17.2% of our population living in areas that are among the most deprived 10% nationally (The English Indices of Deprivation 2025). Our community of The Five Towns includes many of these areas of deprivation.

2025 - Wakefield District IMD25 National Deciles (LSOA21s)



There is a strong link between health and wealth, with many people in our community experiencing worse health outcomes. People from deprived backgrounds experience disproportionate health harms, including increased rates of smoking, having excess weight, having long term conditions and dying younger. Almost 50% of all residents across Wakefield District have one or more long term conditions. Instances of cardiovascular disease, respiratory conditions and cancer across Wakefield District continue to be higher than the national average (Wakefield JSNA).

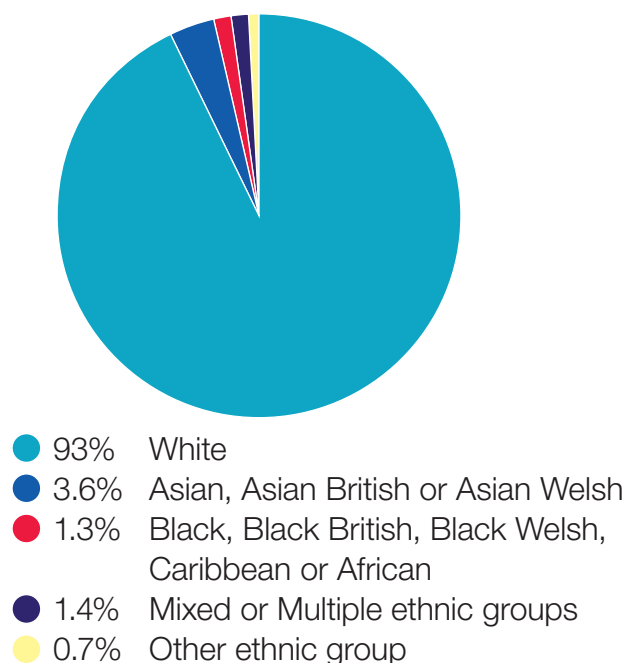
Age expectancy in Wakefield District is 78 years for males and 81 years for females. This has been below England average for over a decade. Population estimates predict that in the next 10 years the population of 75+ will increase by 19% from around 34,500 to almost 41,000 (Wakefield JSNA).

We are also aware many people from neighbourhoods in our community experience higher levels of fuel poverty, benefit claims, overcrowding in houses and unpaid carers. Such things as housing, pollution and the cost of living, all contribute to our health.

Across Wakefield District there is a fairly even split of 50.8% Females and 49.2% Males.



Our community is made up of:

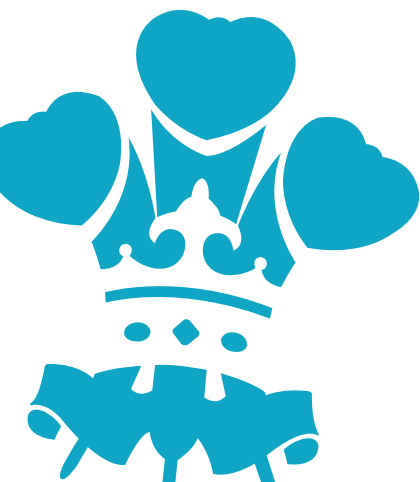


Census 2021

We know there is less ethnic diversity in Pontefract and The Five Towns. Working with the Eastern European population in our community has provided good opportunities for us to focus on welcoming this population and focus on translating key documents.

Within the Wakefield District 49% of people are Christian, 41.3% have no religion and there are smaller numbers of people who have declared their religion to be Buddhist, Hindu, Jewish, Muslim, Sikh or something else. To provide inclusive hospice services we work closely with a number of religious organisations and our counselling and holistic support has been developed to support all religions as well as no religion.

Census 2021



Sources: Census 2021
Wakefield State of the District Annual Report 2024
JSNA 2025
West Yorkshire Health and Care Partnership:
Power of one, power of many, working together for equity
and fairness

Understanding who lives in our community and what their needs are, helps us target our services and support in the right way. We believe the best way to provide high quality support is to actively and enthusiastically work in collaboration and partnership with others.

We are committed to the principles in the National framework for NHS – action on inclusion health:

‘Inclusion health reminds us that the true measure of our system isn’t how it serves the easy to reach, but how it reaches those who’ve been left behind. Because behind every data point is a person with a story- someone who deserves to be seen, heard and valued. When we design care that meets people where they are, we restore dignity, rebuild trust and create a health and care system where everyone belongs.’

We have built great relationships with other organisations, here are some examples of how we have done this:

Working with Younger People

We have recognised the need to work with younger people. In 2025, 53.3% of our referrals were from people under 60 years of age. Our teams are highly experienced in supporting younger people, and their families, when they are admitted onto our Incare Unit. Many of the people we work with have young families or grandchildren and this has helped us shape our support. We have worked closely with other young people’s services to ensure we are meeting people’s needs and partnering with specialist organisations that can support when needed.

Lesbian Gay Bisexual Transgender Queer / Questioning + other identities (LGBTQ+)

We know that members of the LGBTQ+ community are less likely to engage with Hospice services. We have taken positive steps to build up relationships with community groups and organisations such as LonGBoaT and the Pride Working Group. Our Wellbeing Team attend local LonGBoaT meetings and together work to understand people’s experiences to help shape our services and what people need from us.

Health Inclusion

Wakefield District has committed to health inclusion being central to all services. We are proud to be working with inclusion groups and services to address inequalities faced by those in our community. This work has involved working with homeless charities to build strong relationships so we can start to support homeless and inclusion groups in our district. We understand a number of people in our community experience palliative poverty, and issues like transport links can be inaccessible and costly. We are working hard to provide services which are inclusive to everyone through our drop-in sessions at food banks and visiting people closer to them to form trust and understand what people need.

Learning Disabilities and Additional Needs (DAPPLE)

People with learning disabilities do not always experience the same access to palliative services or hospice care. We want to change this, so we have developed fantastic links with Millennium Support, a Learning Disabilities organisation, who help the Hospice as Volunteer Gardeners. Volunteering has helped remove barriers and any anxiety linked to hospices. We are currently collaborating on a national research project called 'Dapple', which actively looks at how inequalities for people with learning disabilities can be addressed.

People with Dementia

We are proud to host the Dementia Carers United group here at the Hospice. We have positively influenced change in our community by working together with the Alzheimer's team, Memory Action Group and carers with lived experience of caring for someone with Alzheimer's. Work has contributed to training for NHS staff and empowering carers to have a stronger voice to influence change. As a collective we identify barriers and raise awareness about carers responsibilities and experiences with key decision makers. With Wakefield Hospice and the Alzheimer's Team we delivered a Carer Information and Support Programme (CrISP).

Other projects to support our community

We know we can achieve far more by working together with partners. Some more examples of this include:

Dying Matters

Dying Matters, supported by Hospice UK, is a fantastic opportunity to encourage open conversations about death, dying and bereavement. Collaborating with the NHS, other local hospices and charities has meant better shared conversations to start changing how we all talk about death, dying and what is important to us.

Our Charity Shops

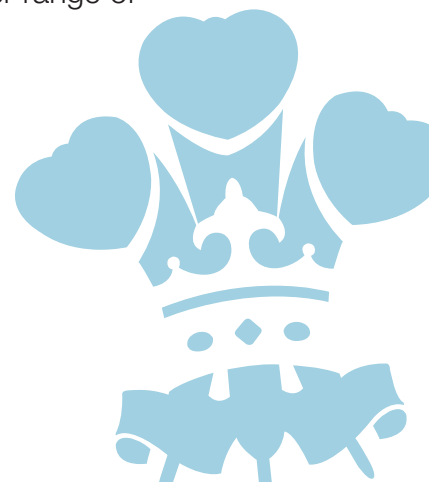
Our hospice shops are in the heart of our community. Taking our work out into our shops helps us to reach people earlier and creates the opportunity for us to tell more people about how our services could help them. We have plans to work with our shop volunteers and staff to offer 'drop in' sessions which will provide information, support and signposting services for people in our community.

Wellbeing and Community Services

Many of our wellbeing sessions are delivered directly in the heart of our communities. This helps us reach more people earlier, understand what is important to them and help people build networks closer to their homes or places they feel comfortable in.

Neighbourhood Health Improvement

There has been a national move to create neighbourhood teams that work together to proactively support priority population cohorts to stay well, making the best use of collective resources and deliver coordinated care. The establishment of Integrated Neighbourhood Teams has been well defined following national reviews and policy change. Creating integrated teams across organisations brings a wider range of expertise together from across health, social care, VCSE (Voluntary, Community and Social Enterprise and wider partners to benefit communities. We have actively engaged in the development of our local community neighbourhood teams to work proactively, in a planned and responsive way, prioritising care based on individual people's needs and the opportunity for greatest impact.



How we supported people during 2025/26:



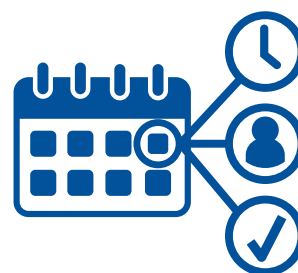
230 people were cared for in our Incare unit



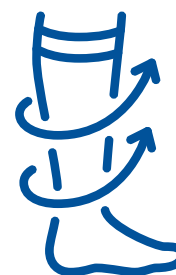
Lymphoedema is a chronic, progressive swelling that can occur in any part of the body but is most common in the limbs. This happens when the lymphatic system is struggling with the normal drainage of fluid from the tissues back into circulation.

While there is no cure for lymphoedema, the accumulation of fluid that causes swelling can be managed effectively with specialised care from our clinics.

Last year alone, our team held a total of **2,469** appointments, and we issued **1,285** garments. We currently support **874** patients which is increasing monthly.



Lymphoedema **2,469** appointments



1,285 garments issued

Wellbeing Community Support

Activities and group sessions

Friendly, supportive activities that bring people together and support wellbeing for patients, carers and families.

Bathing Service

A soothing bath experience for people who struggle with bathing due to frailty or mobility challenges.

Brew and Do!

Join our monthly activity group where everyone is invited to share skills, enjoy a cuppa, and build new friendships.

Coffee and Chat Drop-in

Friendly drop-in sessions where you can meet others, have a drink and enjoy conversation in a relaxed setting.

Complementary Therapy

Relaxation-focused sessions to help reduce stress and promote comfort.

Counselling

Supportive one-to-one counselling and listening services to help you cope with emotional challenges.

Craft Group

Creative sessions where you can try crafts, express yourself and enjoy time with others in a supportive environment.

Exercise Group

Light, accessible movement sessions designed to help maintain mobility, strength and confidence.

Family and Carer Support

Support for those caring for someone with a life-limiting illness, offering guidance, a listening ear and time to focus on your own wellbeing.

Young Widows Group

A supportive community for anyone under 55 who has been bereaved of a wife, husband, or partner.



The national position

The national position shows that more high-quality palliative care is needed. Together with other hospices across the UK we are working hard to help improve this situation.

- By 2035 there will be 13% more deaths (ONS)
- In 2024-25, hospices across the UK provided palliative and end of life care to 310,000 people (Hospice UK)
- It costs £2 billion each year to run hospices across the UK. Only £0.5 billion is received in government funding. Hospices need to fund raise the remainder through charitable giving and events (Hospice UK)
- Home Specialist Palliative Care has been calculated to reduce costs by £7,908 per person or approximately 1.5million hospital bed days in England (www.medrxiv.org/content/10.1101/2025.08.19.25333960v1)
- 49% of dying people visited A&E in their final 3 months and 20% had no GP Contact (Time to Care in England, Marie Curie 2024)
- Up to 90% of deaths would benefit from palliative care, the need for which is expected to increase by 26.5% by 2048 (Time to Care in England, Marie Curie 2024)
- Almost two thirds (64%) of unpaid carers felt anxious most or all of the time about the person's illness or treatment (Time to Care in England, Marie Curie 2024)

The local position

Across the Wakefield District we know:

Approximately
4,000
people die across the
Wakefield District
each year

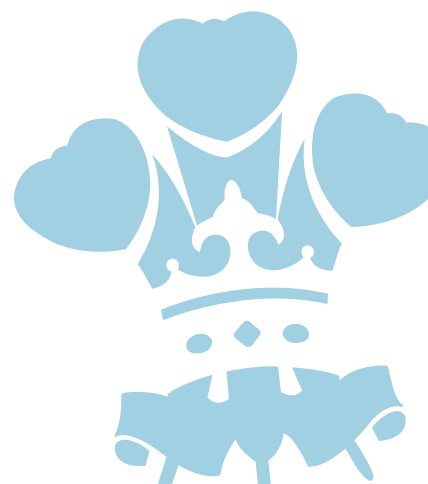
Wakefield District
has experienced an
18.9%
increase in deaths
in the last
10 years

There is an average
yearly increase
in deaths of
2.8%
in line with the
increasing aging
population

The number of people over 65 years
in Wakefield District will increase by

13% and **23%**
by 2030 by 2035

West Yorkshire is expected to see a 47% increase in overall population over 65 by 2040 (West Yorkshire Palliative and End of life Care Health Needs Assessment)



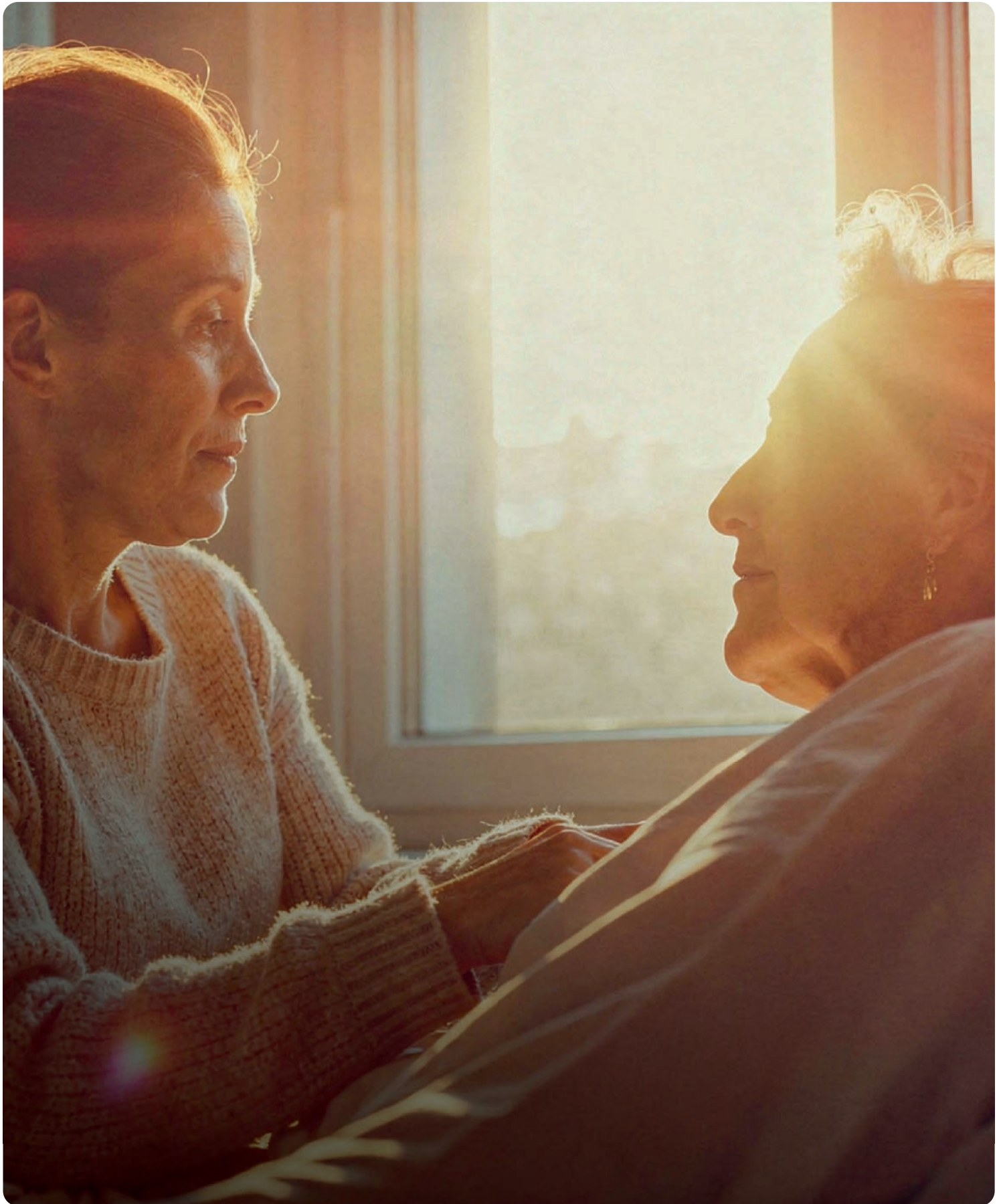
How the national and local position drives our strategy

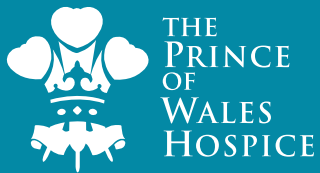
Under the NHS 10-Year Plan (2025-2035) 'Fit for the Future' we hope to see some important changes for palliative and end of life care. The 10-Year Plan has 3 key strands of delivery. When successfully delivered these 3 key strands will help us meet the needs of our community more effectively.

This is an important time for all hospices, and we hope that these positive changes will enable us to widen out and improve the way we are able to meet the needs of our community:

NHS 10-Year Plan		How it will support our service delivery
1	Hospital to Community	Improving community services and outreach Reducing inequalities Improving out of hours care Further collaborating with others so that we can do more with less
2	Analogue to Digital	Improving technology Embracing AI Better using data to improve patient care Improving financial and environmental sustainability
3	Sickness to Prevention	Sharing our specialist knowledge of palliative care Delivering education Reaching more people earlier Ensuring everyone knows what we do

We are embracing these changes and know they will have a positive impact on our community. This is why we are using the next three years to build our hospice of the future, secure our sustainability, further build on collaboration and partnerships and find ways of bringing our services out to our community.





Care. Compassion. Community.

The Prince of Wales Hospice

Halfpenny Lane
Pontefract
West Yorkshire
WF8 4BG

Call 01977 708868

Click www.pwh.org.uk

Email contact@pwh.org.uk



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