



MAKING THE MOST OF EVERY DAY

OUR 2022-2025 STRATEGY



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A Message from our CEO

At Noah's Ark Children's Hospice we help those we support to enjoy life as children, rather than as patients; as families, not just as carers.

Of course, these children and families face challenges. For many that means navigating a myriad of clinical, practical and emotional hurdles on a daily basis. However, just like anybody else, they have ambitions too. We aim to empower children and families to continue to have these ambitions. We then do everything we can to help fulfil them.

From supporting a child to pass developmental milestones; to providing a child with the tools to socialise for the first time after a lengthy hospital stay; to enabling a child to bond with their sibling who is seriously unwell – the ambitions of each child and family are highly personal. For some families, the hope is simply for their child to be as comfortable as possible during their final days, surrounded by loved ones.

Noah's Ark has been on a major upward trajectory in recent years - it's been quite a journey. Ask anybody who has been involved what they are most proud of and it always comes back to our impact on the lives of the children and families we support, which is often transformational. As we look to scale further over the coming three years, we think it more important than ever to ensure that we are focusing on our core mission of improving the quality of life and death for those children and families. We call this 'making the most of every day.'

It is the duty of a caring society to ensure that these children and families have access to expert and compassionate palliative care. Making that difference for as many children and families as possible is the steadfast commitment of our passionate team of employees and volunteers.

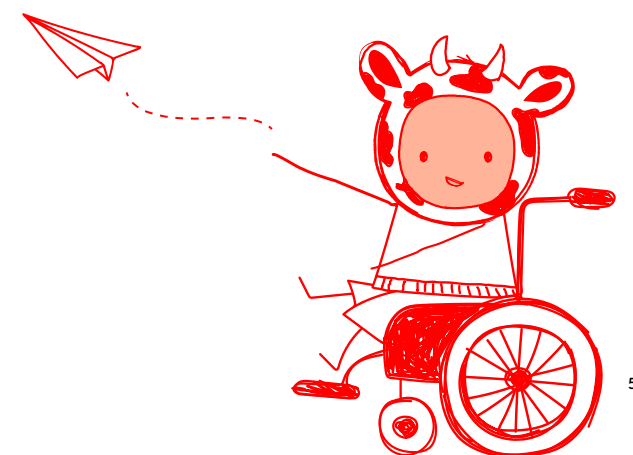
As you will read, we believe it vital that our commitments extend beyond just words. For that reason, we are being fully transparent with our plans – not just what they are, but exactly what success looks like. We will report on progress towards these outcomes annually and share our learnings.

It is the duty of a caring society to ensure that these children and families have access to expert and compassionate palliative care.

In order to reach double the number of children and young people we currently support, we need to grow our team and recruit even more specialist nurses, carers, therapists and social workers. We anticipate our annual expenditure will grow to c£6m by the end of year three. If we are going to achieve the objectives overviewed in this strategy, we will need the whole Noah's Ark community to rally together once again. I encourage you to join us for this important next stage of the journey.

Sophie Andrews

Sophie Andrews OBE
CEO, Noah's Ark Children's Hospice





Our Vision_

For every baby, child and young person who is seriously unwell, and their loved ones, to have access to expert and compassionate palliative care from the **point of diagnosis.**

Our Mission_

We help babies, children and young people with life-limiting or life-threatening conditions, and their families, **make the most of every day.** And we support those who die young to do so in as much comfort as possible, surrounded by family.

We are here to enable those we support to enjoy life as children, rather than as patients; as families, not just as carers.

Our Values_

Everything we do is underpinned by our values. These values shape the way we work as we pursue our strategic outcomes.



KINDNESS

We show compassion and empathy in all our interactions

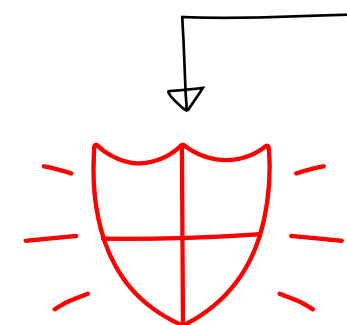
- We put the child and family at the heart of all we do
- We are considerate: act thoughtfully and behave with integrity
- We go above and beyond
- We embrace diversity
- We create precious moments for children and their families
- We actively promote good mental health and look after our team
- We do not judge others for their differences



EXCELLENCE

We are compassionate and exacting about our mission

- Our expert and dedicated team is tenacious and solution focused
- We are pioneering, creative and adaptable
- We collaborate and build partnerships
- We listen and learn
- We are considered and reflective
- We plan and grow responsively and responsibly
- We invest in our people



COURAGE

We are strong and ambitious in all we do

- We challenge the status quo; making bold decisions and thinking big
- We help families and each other build resilience and aim to empower
- We act with candour and integrity
- We reach out to people in very difficult circumstances
- We do not shy away from making hard decisions or from challenging situations
- We are not afraid to ask for help

At Noah's Ark, Diversity, Equity and Inclusion is more than just a box ticking exercise – it's integral to everything we do. We know we can still do lots more – for that reason, we have included it in our strategic objectives – see page 20.

Objective 1_

To provide the best possible quality of life and experience of death for the babies, children, young people and families we support

We are committed to putting the children and families we support at the centre of everything we do – to help them make the most of every day.

At least annually, we will ask each child (where possible) and family whether we have improved their quality of life. We will also ask them about choice. The children and families we support are often told all the things they cannot do. We aim to flip this on the head and focus on what they can do - providing them with choices they never thought possible. From wheelchair ice-skating, to creating music with friends, we have created

a space where children who are seriously unwell are accepted as they are, safe to play, explore, express themselves and build confidence.

As we support an increasing number of children at the end of their lives, we will also place a renewed focus on end-of-life and bereavement support. We will stand side by side with families as they face the unimaginable. We cannot change the diagnosis, but we can do everything we can to help them make the most of their time together.

WHERE WE WILL BE BY 2025:

90% of children and young people, and their families say that our support has improved their quality of life.

90% of children and families say that they have been provided with choices they 'never thought possible'.

90% of bereaved families whose child we have supported at end-of-life say that they and their child felt supported and their wishes heard.

Noah's Ark is rated as 'Outstanding' by the Care Quality Commission (CQC).

KEY INITIATIVES WILL INCLUDE:

Establishing a 'Parents & Carers Panel' to empower families to shape our services.

Establishing a staff-led 'Child & Family Experience Committee', to ensure we are always finding ways to improve the Noah's Ark journey for those we support.

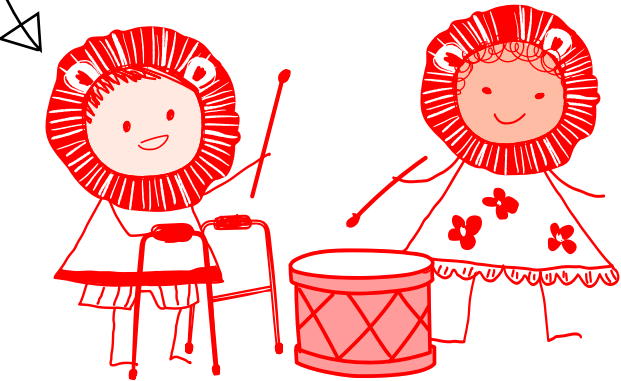
An annual mock CQC inspection to identify any areas for improvement.

Recruiting additional Nurse Practice Educators to ensure that our Specialist Care & Nursing team are as skilled and supported as possible.

Expanding our partnerships with other charities such as Spread a Smile, Child Bereavement UK and Camp Simcha to ensure children have access to specialist services when required.

Increasing the range of bereavement support available for families.

Seeking external validation of the quality and impact of our services.



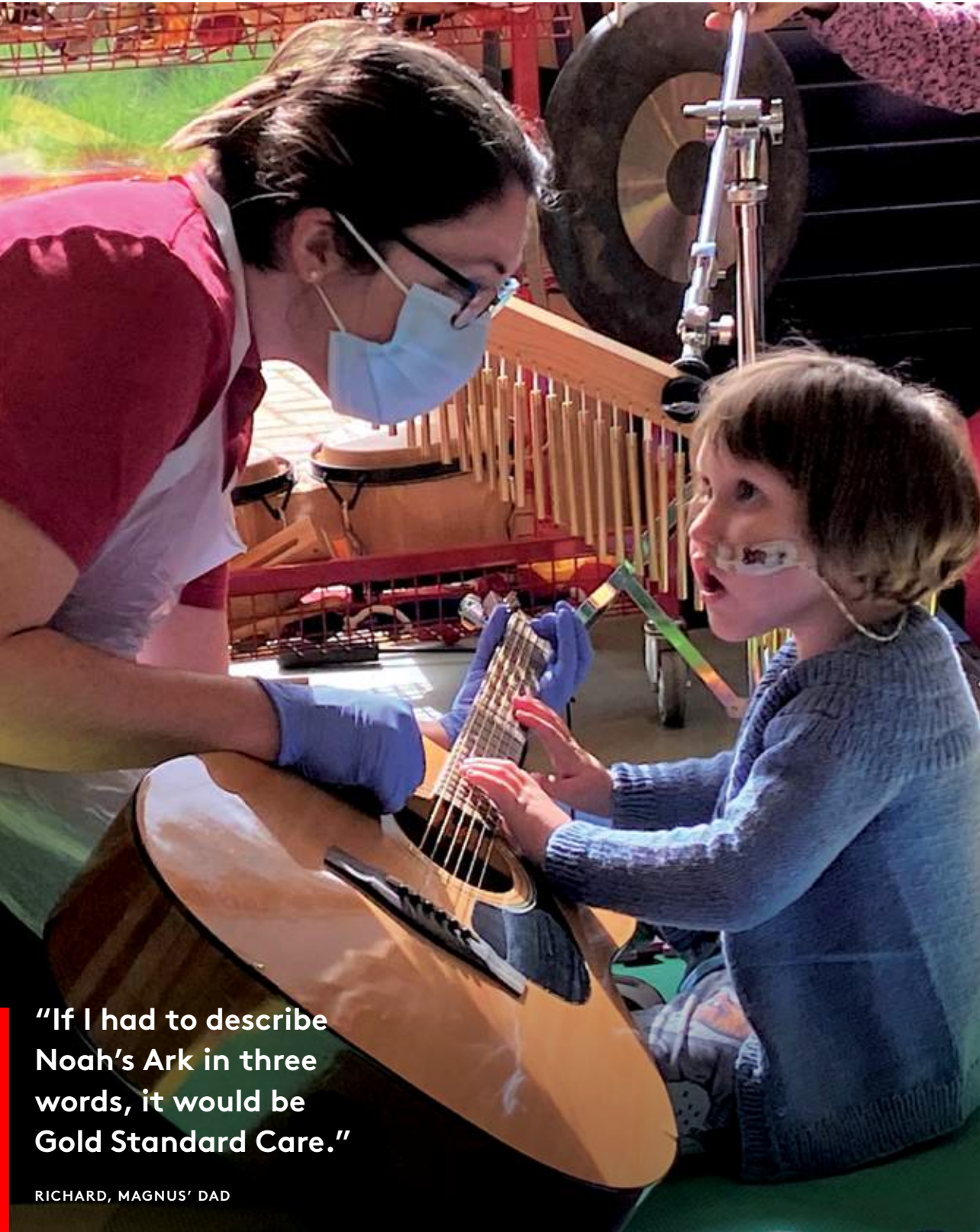
A photograph of a woman with dark hair, wearing a red top, holding a young child in a hospital bed. The child is wearing a yellow and black striped shirt and has a medical tube in their mouth. The woman is looking down at the child with a gentle expression. The background is slightly blurred, showing a hospital room setting.

"The best way to describe Noah's Ark is that there was a great sense of hope. They've always helped us celebrate Precious' life and focus on what the possibilities are."

RAPH, FATHER OF PRECIOUS, 9, WHO HAS BEEN SUPPORTED BY NOAH'S ARK SINCE BIRTH

Objective 2_

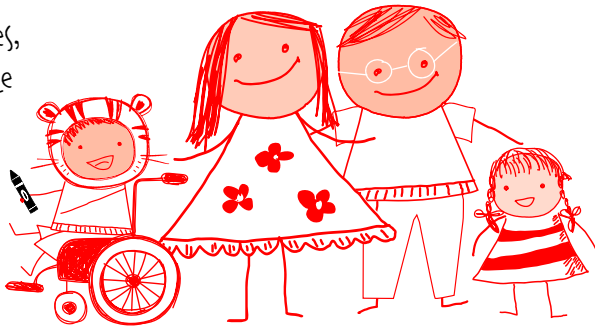
To reach significantly more babies, children, young people and their families



“If I had to describe Noah’s Ark in three words, it would be Gold Standard Care.”

RICHARD, MAGNUS’ DAD

x2
double the number of babies, children and young people supported by 2025



Medical advances have meant that babies, children and young people with life-limiting or life-threatening conditions are living longer than ever before. We focus our support on those children who are most unwell, and their families. We know there are many more children and families who could be benefitting from our care, so we are aiming to scale our services so that more have access to compassionate and expert palliative care.

Beyond those we support directly, we aim to use our expertise in paediatric palliative care to benefit many more children and families by training healthcare professionals outside of Noah’s Ark to better support children who are seriously unwell.

WHERE WE WILL BE BY 2025:
Directly supporting double the number of babies, children and young people who are seriously unwell that we currently care for.
Providing our unique training to 300 other care professionals each year, to ensure more children are getting the care they need.
Have become a primary children’s hospice partner to Great Ormond Street Hospital, with 100 new referrals per annum.
Supporting 200 families through our Home Support Volunteer service – double the number currently being supported annually.



KEY INITIATIVES WILL INCLUDE:
Establishing a shared nursing post with Great Ormond Street Hospital to enable continuity of care for children and an expedited referral process from hospital to hospice.
Exploring opportunities for joint posts with other referring hospitals
Expanding our neonatal services, including establishing neonatal crèches in multiple London hospitals, offering neonatal clinics at The Ark and providing music therapy for babies at UCLH who have suffered traumatic brain injury.
Delivering neonatal palliative care training at The Ark to other healthcare professionals.
Expanding our bereavement support through the appointment of a Bereavement Midwife who will establish neonatal pathways from hospital to hospice, as well as extending our Chaplaincy service.
Utilising the networks of our Medical Directors we will increase awareness of our services amongst hospitals and local GPs.
Extending our services to the young adults we currently support up to the age of 25 (currently 18).

Objective 3_

To attract and retain the best



“Noah’s Ark can only thrive if it ensures its staff and volunteers are thriving too. By fostering an environment where passion and tenacity are not only encouraged, but rewarded, we will ensure that we are a workplace committed to long-term career progression.”

ALISON GOODMAN,
DEPUTY CEO



Our ability to deliver our mission will depend in large part on the expertise of our workforce: volunteers and employees. In a competitive hiring environment, we will attract and retain great talent by providing a strong organisational culture and opportunities for people to grow.

WHERE WE WILL BE BY 2025:

90% of all Care roles will be filled.

90% of employees and volunteers say they would recommend Noah’s Ark as an employer.

Our employee retention rate will be at least 85%.

In our Care Quality Inspection, we will receive an ‘Outstanding’ rating under the ‘well-led’ category.

KEY INITIATIVES WILL INCLUDE:

Providing a rich and varied benefits package.


Making continuous feedback a cornerstone of our culture; and carry out an annual staff and volunteer survey, benchmarked against other hospices.

Creating and nourishing a culture of recognition and celebration.

Delivering a full wellbeing programme.

Developing and delivering a professional development programme.

Investing in leadership development aligned with succession planning for all management roles.



"This is a place of life, of light, of joy and of play. This is a place that can let your children be more than the difficulties they face and are labelled with. This is a place where specialist care is offered, a place for families to connect, a place where the most precious of memories will be made."

ROSE, GRANDMOTHER AND SOLE GUARDIAN OF BEN (WHO DIED IN 2014) AND SOPHIE WHO CURRENTLY BENEFITS FROM OUR CARE.

Objective 4_

To significantly increase understanding and awareness of Noah's Ark Children's Hospice amongst our key audiences

We know that the widely held misperception that paediatric palliative care is focused primarily on end-of-life support, as well as a societal discomfort around child bereavement are key barriers to reaching more children and families. We need to increase understanding of the life-enhancing benefits we offer, whilst working towards normalising conversations about death and dying.

We want everyone: children with life-limiting or life-threatening conditions and their families, healthcare professionals, employers, colleagues, policy makers and the wider public to understand the challenges faced by those we support – and be inspired to do something about it. We need to inspire more people to help us achieve our vision.

WHERE WE WILL BE BY 2025:

90% of families we support say they understand the breadth of services available at Noah's Ark for them and their children.

Increased awareness of Noah's Ark through a multi-channel marketing programme as demonstrated by the following indicators:

1. Quadruple the number of people following Noah's Ark on social media to an average of 15,500 per channel.
2. Triple the amount of overall traffic to our website to an average of 13,500 users per month.
3. Increase our social media post engagement rate to 15%.
4. Gain an average of six pieces of earned media (TV, radio, press, posts from influencers) per month.

90% of Noah's Ark staff say that Noah's Ark's Marketing & Communications function helps those we support, are supported by and who work for the charity to have a better Noah's Ark experience.

KEY INITIATIVES WILL INCLUDE:

Establishing a children and families newsletter.

Development and roll-out of a strategy to proactively engage with healthcare professionals who refer, or could refer children to Noah's Ark.

Increased physical presence of the Noah's Ark brand in the communities we serve.

Increased emphasis on sharing the stories of the inspiring and diverse individuals who make up the Noah's Ark community.



Objective 5_
To secure Noah's Ark's future by developing a sustainable funding model



Noah's Ark's income has grown exponentially in recent years but it is currently not sufficiently diverse. During this strategic period, we will, ensure the funding risk is spread more evenly between a wider variety of voluntary and statutory income sources. Particular emphasis will be placed on growing statutory income and increasing our number of supporters. There will be an emphasis on individual giving and legacy donations, to reduce our reliance on major donors and trusts, who support the charity so generously. This will help to mitigate the impact of any future economic or geopolitical shocks and ensure the charity's long-term sustainability.

"The children we support live with complex conditions, requiring highly specialised care, which makes it expensive. We must do all we can to ensure Noah's Ark can continue to grow so no baby, child or young person goes without the support they need."

HAYLEY MANLEY,
DIRECTOR OF CARE

WHERE WE WILL BE BY 2025:
Increased the number of individuals making regular monthly donations to the charity ten-fold, from 250 to 2,500.
8 legacy notifications received p/a – double the number we currently receive.
A minimum of 60% of care expenditure will be funded from statutory sources.

KEY INITIATIVES WILL INCLUDE:
Continued development of relationships with local authorities and integrated care systems.
A renewed emphasis on supporter experience, with the aim of exceeding the expectations of those who support Noah's Ark
Establishing and rolling out: <ul style="list-style-type: none">- a regular giving club- a legacy marketing strategy- a corporate fundraising strategy- a commercial income strategy

x10
ten fold increase in the number of individuals making regular monthly donations by 2025



Objective 6_

To champion Diversity, Equity and Inclusion across the charity

We want Noah's Ark to be an inclusive environment where everyone, irrespective of their aspects of difference, feels able to be truly authentic. We want the workforce: volunteers and employees to thrive and we want the children and families we support to feel "at home".

WHERE WE WILL BE BY 2025:
Ensuring the diversity of our workforce (including Trustees and volunteers) is reflective of the London working population.
100% of employees and volunteers feel "comfortable being [themselves] at work".
90% of families we support say we have tailored our services respectfully to their diverse needs.
Reaching communities we have identified as being under-served.

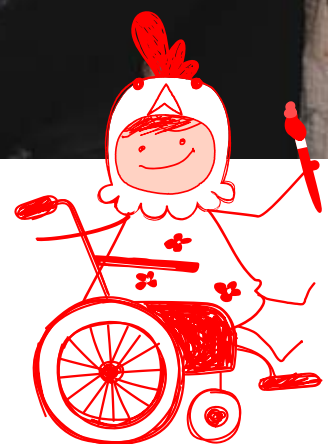
KEY INITIATIVES WILL INCLUDE:
Setting up a Diversity Council.
An analysis of under-served communities and roll-out of a strategy to reach these communities.
Collecting and monitoring a range of diversity metrics, including gender, gender identity, ethnicity, sexual orientation and disability across families, staff and volunteers.
Using existing data to identify current gaps in service provision and put in place a positive action plan to close the gaps.
Implementing a workforce Education Programme.





“At The Ark, we are able to have fun together as a family. Our sons love the Soft Play Room! When you’re living with so much uncertainty, the consistent support that Noah’s Ark provides is transformational. I really hope that more families like mine are able to get the care and support they need.”

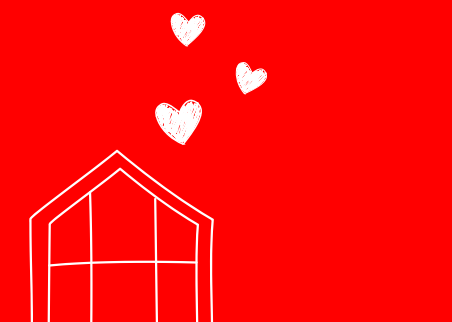
**ROBERT,
SAMUEL AND FREDDIE’S DAD**



Together, we can help more children who are

seriously unwell make the most of every day





ABOUT NOAH'S ARK CHILDREN'S HOSPICE

Noah's Ark Children's Hospice helps babies, children and young people with life-limiting or life-threatening conditions, and their families, make the most of every day.

Our staff and trained volunteers provide clinical, emotional and practical support for families across north and central London, as well as Herts Valley.

Our support is carefully adapted for every child and is offered wherever it is required – whether in their home, their community or at our state-of-the-art children's hospice building, The Ark, in Barnet.



Noah's Ark Children's Hospice
The Ark, Byng Road,
Barnet EN5 4NP
020 8449 8877
noahsarkhospice.org.uk

Registered Charity No. 1081156