

Clinical Strategy 2026-29

Provide excellent, personalised care: All clinical services will deliver compassionate, tailored support.

Be a great place to work: We will enable, support, and develop clinical staff so they feel proud to work here.

Work with partners to improve outcomes: We will improve access and integration, develop our workforce, and innovate in how care is delivered.

Delivery & Technology: We will collaborate with NHS and voluntary sector partners to improve outcomes.

Raise awareness and strengthen our voice: We will help communities understand what we do so access is fair and inclusive.



Clinical Strategy 2026-29



This strategy sets out how Compton Care will deliver excellent palliative and end-of-life care from 2026 to 2029.

Compton Care is a charitable organisation driven by the belief that people are more than their diagnosis. We support adults with life-limiting illness, and those who care for them, across Wolverhampton, the Black Country, South Staffordshire and east Shropshire.

Our purpose is to help people live as well as possible for as long as possible, and to ensure that everyone approaching the end of life is cared for with compassion, dignity, respect and choice.

We deliver this through person-centred, coordinated services including community and rapid response care, a virtual ward, inpatient care, living well support, lymphoedema care, complementary therapy, psychological and bereavement support, and a 24/7 Advice and Referral line. Working in partnership with the NHS, voluntary and community organisations, we are committed to improving access, reducing inequality and providing high-quality palliative and end of life care that responds to what matters most to people and families.

Strategy's Purpose



This strategy sets out how Compton Care will respond to rising demand, growing complexity, workforce pressures and increasing system expectations, while continuing to deliver high-quality, inclusive and sustainable palliative and end of life care.

As the population ages and inequalities persist, we will expand specialist palliative care at home, including community, rapid response and virtual ward services; strengthen our specialist teams; use data to improve quality; and demonstrate clear value and impact to secure sustainable funding. We will work in close partnership with the NHS and local partners to ensure people receive compassionate, person-centred care.

This strategy is intended to provide clarity and assurance for the Board, commissioners and system partners on Compton Care's clinical priorities and planned impact. It sets out where Compton Care intends to be by 2029, and the clinical priorities and changes required to achieve that ambition. It describes what will change in our clinical services, how we will work with partners, and how success will be measured. Digital capability is a consistent enabler across all four clinical priorities.

Our Vision, Mission & Values



OUR VISION

Compton Care will be a leader in delivering palliative care and support for the community we serve.

OUR MISSION

Compton Care provides high quality, accessible care and support for the people in our communities living with life limiting conditions.

OUR VALUES

We are guided by four core values that shape our culture and behaviours:

Collaboration

Accountability

Respect

Empathy

Organisational Strategy Alignment



This Clinical Strategy aligns directly with Compton Care's Organisational Strategy, translating strategic intent into clear clinical priorities and outcomes:

- **Provide excellent, personalised care:** All clinical services will deliver compassionate, tailored support.
- **Be a great place to work:** We will enable, support, and develop clinical staff so they feel proud to work here.
- **Work with partners to improve outcomes:** We will improve access and integration, develop our workforce, and innovate in how care is delivered.
- **Delivery and Technology:** We will collaborate with NHS and voluntary sector partners to improve outcomes.
- **Raise awareness and strengthen our voice:** We will help communities understand what we do so access is fair and inclusive.

This strategy is informed by national and local priorities, including the NHS Long Term Plan and the Ambitions for Palliative and End of Life Care, Integrated Care Board priorities and the emerging Modern Service Framework for palliative and end-of-life care.

We developed it with input from staff, volunteers, patients, carers and partners, so it reflects both evidence and lived experience and is delivered through four clinical priorities.

Our Four Clinical Priorities



Expanding care at home to reduce avoidable hospital use



Fair access and inclusive care across our communities



Consistently outstanding quality, safety and governance



A skilled, resilient and future-ready workforce

Expanding care at home to reduce avoidable hospital use



Our intent: To make specialist palliative care available earlier and more consistently at home, reducing crises and unnecessary hospital admissions.

We will:

- Expand our Community and Virtual Ward models aligned to system pathways to meet growing need and give people more choice.
- Seek commissioned funding to increase community service capacity and support more people to be cared for and die in their preferred place.
- Expand our offer for people with frailty and complex non cancer conditions, linking specialist support across hospital, primary care and community services.
- Take a proactive approach to identifying deterioration earlier, supporting people in the last year of life - not just the final weeks - helping prevent crises and emergency situations.
- Support families and those close to the patient with emotional and pre-bereavement care, including planning ahead.

Expanding care at home to reduce avoidable hospital use



- Recognise and support carers through assessment, practical support and timely access to emotional and bereavement support.
- Increase access to 24/7 specialist advice and urgent community response, reducing avoidable hospital admissions, especially in the last 90 days of life.
- Deliver more care in people's homes and community settings, supported by appropriate digital infrastructure including using digital tools to spot changes in symptoms earlier and organise care more quickly when people need urgent support.
- Integrate our services with neighbourhood teams and care hubs.
- Measure and demonstrate impact across all services, including avoided hospital admissions, reduced length of stay, and more people dying in their preferred place.
- Continue to work within the Staffordshire hospices collaborative and strengthen Black Country-wide partnerships to support effective community-based models of care.

Expanding care at home to reduce avoidable hospital use



What this means for patients, families and partners:

- A high quality, reliable specialist service that supports primary, community and hospital teams.
- Clear routes for escalation and advice.
- Reduced pressure on acute beds with fewer admissions and reduced length of stay.

By 2029 we will have achieved:

- More people supported to remain at home in the last months of life
- A reduction in avoidable hospital admissions, especially in the last 90 days of life
- An increased proportion of people dying in their preferred place

**Fair access
and inclusive
care across
our
communities**



Our intent: To ensure access to specialist palliative care is not dependent on diagnosis, postcode, culture or confidence navigating the system.

We Will:

- Use community needs assessments to understand changing demographics, cultural expectations and gaps in access.
- Remove barriers so everyone in need can access timely, dignified and appropriate palliative and end of life care.
- Deliver targeted outreach with local partners to increase awareness and engagement with marginalised and underserved communities.
- Working closely with community, voluntary and faith organisations to strengthen local networks and trust.
- Provide care that adapts to individual needs, including accessible information, interpreters and reasonable adjustments.
- Deliver culturally sensitive, personalised care, including for people experiencing inequalities and those from minoritised communities.

Fair access and inclusive care across our communities



- Ensure access to palliative care is inclusive of people with non-cancer diagnoses including frailty and progressive neurological conditions.
- Expand bereavement support, including groups, digital enabled support, and approaches that recognise peoples' experiences of loss.
- Train all patient-facing staff and volunteers in grief support and psychological first aid.
- Work with schools, workplaces and community groups to support people affected by loss, aligned with wider mental health and wellbeing priorities.
- Improve transitions from paediatric to adult palliative care services through co-designed, age- and condition-appropriate pathways.
- Work with local authorities and the voluntary sector to help address the hidden costs of dying at home, such as equipment, energy and transport.
- Provide welcoming, accessible and culturally sensitive environments across all Compton Care settings, making sure our buildings, spaces and facilities support dignity, privacy and inclusion for patients, families and carers.

**Fair access
and inclusive
care across
our
communities**



What this means for patients, families and partners:

- Reduced inequality in access and experience
- Better coordinated support for families
- Improved engagement with communities who have historically used hospice services less

By 2029 we will have achieved:

- More equitable access to specialist palliative care
- Improved experience for families and carers
- Bereavement support that is scalable, accessible and responsive

Consistently Outstanding Quality, Safety and Governance



Our intent: To maintain high standards across all settings, supported by strong governance, continuous learning and safe, therapeutic environments.

We Will:

- Maintain clinical environments that promote dignity and safety, meeting regulatory and Care Quality Commission (CQC) standards.
- Maintain strong systems for medicines management, falls prevention, infection prevention and control, and nutritional support, supported by audit and proactive risk management.
- Apply consistent clinical governance across all services, while remaining flexible and person-centred.
- Hold regular clinical governance reviews, benchmark against national standards and report clearly through Clinical Governance Committee to the Board.
- Continue to learn openly from incidents, complaints, near misses and feedback, with shared learning and clear evidence of improvement.
- Use patient-reported outcome measures (PROMs) e.g. Integrated Palliative Outcome Scale (iPOS) - to show impact on quality of life and symptom control.
- Deliver meaningful, culturally responsive care planning, informed by patient and family experience.

Consistently Outstanding Quality, Safety and Governance



- Strengthen audit and quality-improvement activity and ensure learning is embedded into everyday practice.
- Publish clear quality metrics and seek external assurance through CQC ratings and peer review.
- Drive forward Electronic Healthcare Record integration, including shared care records such as Electronic Recommended Summary Plans for Emergency Care and Treatment (eReSPECT) and the Electronic Palliative Care Coordination System (EPaCCS) to support safe, joined up care across settings.
- Ensure advanced practice roles are well governed through clear competency, supervision and regulatory frameworks.
- Sustain investment in our estates to ensure all clinical environments are safe, modern, compliant, therapeutic and environmentally sustainable, with facilities and equipment that meet regulatory standards and support excellent clinical care.
- Invest in digital infrastructure and shared systems to improve efficiency, reduce duplication and operating costs, and strengthen integration across services supporting quality, safety and sustainability.
- Proactively support the development of the Modern Service Framework for palliative and end-of-life care, contributing to both service design and the development of a national costing model that supports sustainable, high-quality care across systems.

Consistently Outstanding Quality, Safety and Governance



What this means for patients, families and partners:

- Safe, high-quality care delivered consistently across all settings
- Care that is informed by learning, feedback and continuous improvement
- Confidence that services are well governed, coordinated and continuously improving

By 2029 we will have achieved:

- Outstanding performance against CQC domains
- Comprehensive, clear and meaningful quality and outcome reporting
- Continuous quality improvement, with learning embedded year on year

A skilled, resilient and future-ready workforce



Our intent: To ensure Compton Care has a sustainable, skilled workforce able to deliver complex palliative and end of life care safely and consistently, while strengthening capability across the wider health and care system.

We Will:

- Recruit, retain and support a skilled multidisciplinary workforce across all services, recognising workforce sustainability as essential to quality and access.
- Develop advanced and specialist practice roles in line with national frameworks and evolving Nursing and Midwifery Council (NMC) standards, building on our role as an NMC-recognised early adopter to shape and embed robust advanced practice frameworks.
- Support continuous professional development through clear competency frameworks, reflective practice and defined career pathways.
- Provide assurance on quality and safety by ongoing monitoring of mandatory training, competence and professional standards.
- Deliver a stepped education offer in palliative and end of life care for partners, including care homes, primary care and urgent care services.

A skilled, resilient and future-ready workforce



- Strengthen partnerships with Higher Education Institutions to expand placements, joint roles, research supervision and leadership development opportunities.
- Secure ongoing research funding to participate in, and lead, research and quality improvement that strengthens clinical practice and contributes to the national evidence base.
- Maintain a culture that supports learning, research and continuous improvement as part of everyday clinical practice.
- Prioritise staff wellbeing, ethical practice and inclusive leadership to support retention, resilience and compassionate care.
- Engage openly and responsibly with staff and stakeholders should the law on Assisted Dying change, ensuring ethical leadership, workforce support and compliance with legal and professional standards.
- Ensure clinical services work collaboratively with fundraising and income-generation colleagues, using data, outcomes, case studies and patient and carer stories to help secure philanthropic support for service sustainability and innovation.

A skilled, resilient and future-ready workforce



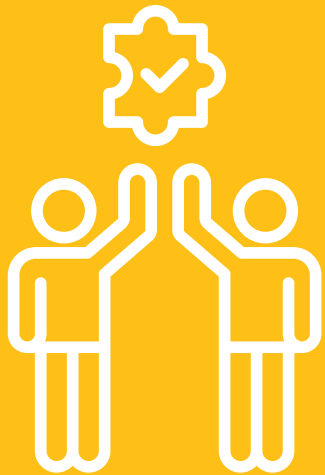
What this means for patients, families and partners:

- Consistent access to care from a skilled and confident specialist workforce
- Improved support and clinical confidence across the wider health and care system
- Clear, trusted clinical leadership supporting coordinated, high-quality care

By 2029 we will have achieved:

- Clear progress towards recognition as a centre of excellence for palliative care education and practice
- Strong recruitment and retention across clinical services
- A recognised contribution to the national evidence base in palliative and end of life care

How this strategy will be delivered



This strategy will be supported by:

- A clear annual delivery plan with milestones
- Defined clinical leadership and accountability
- Regular reporting through Clinical Governance and Quality Assurance Committees
- Partnership working with ICBs, providers and the voluntary sector
- Clear outcome measures reported regularly through governance and Board assurance processes.

What success looks like by 2029

- More people supported at home, earlier.
- Fewer avoidable hospital admissions and deaths.
- Fairer access to our services.
- Outstanding quality and safety.
- A confident, skilled workforce.
- Compton Care recognised as a trusted and effective system partner.