

CASE STUDY



The Prince and Princess of Wales Hospice

“It takes a very special kind of person to work with terminally-ill patients. Although we are a charity, we must work just as efficiently as any business if we are to capitalise on our staff’s natural empathy and compassion to improve patient care.”

Iain Laidlaw Chief Executive



BACKGROUND

Size: 100 employees; 500 volunteers
Sector: Charity
Location: Glasgow
Status: Recognised since 1995.

THE ORGANISATION

The mission statement of The Prince and Princess of Wales Hospice is: “To provide high-quality clinical, emotional, social and spiritual care for patients who have a progressive, life threatening illness, and support for those who care for them.” The hospice operates 24 hours a day, 365 days a year, employing over 100 salaried staff and gaining support from nearly 500 individuals who volunteer their services, either within the hospice, our network of charity shops or fundraising.

All hospice services are delivered free of charge to patients, regardless of their personal circumstances, and indeed most people never realise they have moved from NHS to voluntary sector provision, so seamless is the transition. However, we are a charity and we need to raise in the order of £3 million a year simply to keep our doors open. Some 33% of this comes from Greater Glasgow NHS; we must raise another £2 million through contributions from individual and corporate

IMPACT OF USING INVESTORS IN PEOPLE

In March 2003 our Volunteer Services Department was accredited as an Investor in People. We had identified Investors in People as a means of recognising and thanking our volunteers for their skills and commitment. Since that day the hospice has been steadily working towards gaining accreditation for the staff side. The hospice sees Investors in People as an excellent framework for making sure we are giving our people the opportunity to develop personally and professionally, and importantly, to enjoy their time with the hospice. The hospice has found enormous benefit in working with the Investors in People framework. We have implemented systems such as performance reviews, coaching and job shadowing. We now have a training and development committee that ensures all our departments are working together. All these things have assisted in ensuring that the hospice now works smarter. It has been a great discipline to have this framework to work towards and very fulfilling as an organisation to have external recognition of our professionalism at every level. We have had strong support along the way and can advise any organisation considering Investors in People to go with it.