

# Chest Heart & Stroke Scotland Strategic Plan 2014-2017



We are Scotland's Health Charity

Chest Heart & Stroke Scotland improves the quality of life for people in Scotland affected by chest, heart and stroke illness, through medical research, influencing public policy, advice and information, and support in the community.

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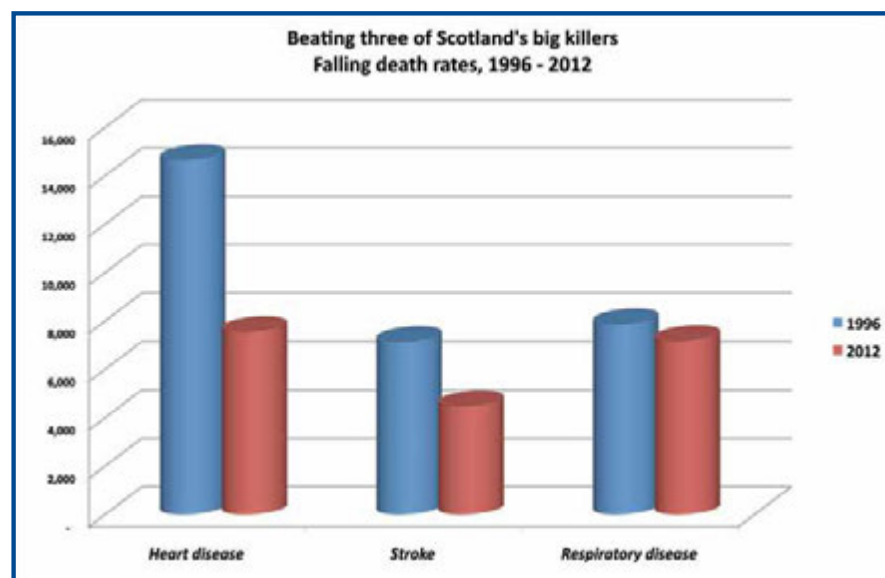
For more than a century, CHSS has been helping prevent chest, heart and stroke illness, and supporting the people of Scotland affected by these conditions.

Through funding vital research, providing advice and information, and campaigning on public health issues, we have contributed to the steady decline in the incidence of these conditions. By supporting people affected, through our local and national services in every part of Scotland, we have helped reduce the burden of ill-health and disability arising from chest, heart and stroke illness.

### But much remains to be done:

- More research is urgently needed into the prevention and treatment of heart disease, respiratory illness and stroke
- More support in the community is needed for those living with these conditions, and their carers
- More needs to be done to raise the profile of these conditions, and to influence public policy on securing service improvements

## Falling death rates from three of Scotland's big killers



## Our three-year Strategy – How we plan to help

We are a wholly independent Scottish charity, working to meet Scottish priorities, and every £1 we raise in Scotland is spent in Scotland.

This document sets out the key objectives and priorities from our Strategic Plan, 2014 – 2017. It aims to give our staff, volunteers and supporters a clear idea of plans for the next three years.

Our plans are grouped into five main areas:

### 1. Research

### 2. Services

- (a) Advice and information
- (b) Support in the community
- (c) Training
- (d) Welfare
- (e) User participation

### 3. Influencing public policy

### 4. Volunteering

### 5. Fundraising

**Our vision is for a healthier Scotland where no-one dies prematurely of preventable chest, heart or stroke conditions, and all of those affected receive the highest standards of treatment and support.**

# 1 Research

## How we've made an impact

Over the past four years, we have invested more than £3 million in medical research in Scotland – making CHSS one of the largest Scottish based charitable funders of research.

By concentrating our funding on studies which have a direct focus on patient care, we aim to make the best possible use of every £1 we invest. As a wholly Scottish charity, we promote and support research from every part of the country, and from nursing and therapy as well as medical staff.

## Highlights of our recent activity include:

- Improving survival from out-of-hospital cardiac arrest, using a specialist cardiac arrest team, innovative video technology, simulation training and mechanical cardio-pulmonary resuscitation (CPR)
- Improving treatment, and reducing antibiotic over-prescribing, through more precise targeting of drug therapy in chest infections in patients with bronchiectasis
- Cardiac MRI scanning to measure reductions in injury to the heart muscle following surgery, and improve recovery, through the use of a novel protein
- Evaluating specially-designed robotic systems developed to improve recovery of the arm function after stroke



## PRINCIPAL AIM

To support high-quality, patient-focussed research into the prevention, treatment and social aspects of chest, heart and stroke illness, both directly and through facilitating investment by others

## SPECIFIC OBJECTIVES

- To maintain the real value of CHSS investment in research through the full range of research fellowships, project grants, action research and minor awards
- To retain our focus on research which has the potential to impact directly on patient care and health improvement
- To support pilot studies which have the potential to stimulate larger studies from funders with greater resources, and to work in partnership with other funders to achieve the maximum added value for CHSS funding
- To encourage research from outwith the main centres of research activity in Scotland, and from nursing and allied health professionals, through the CHSS 'Action Research' fund
- To explore the potential for greater user involvement in research activity
- To develop the use of 'Researchfish' to help assess the impact of the research we fund, and to increase public awareness of the outcomes of the CHSS research programme



## 2 Services

### How we've made an impact

We operate in every Health Board and Local Authority in Scotland to provide a wide range of national and local services.

Services provided nationally include our nurse-led Advice Line, publications, on-line training and

carer support, personal support grants and user involvement training. At a local level, in different parts of Scotland we offer support through our community stroke services, stroke nurse and therapist service, affiliated support groups, heart failure and COPD support service, benefits advice, and assistance with NHS staff training.

### PRINCIPAL AIMS

- To ensure that our services are genuinely patient-centred, meet the individual needs of service users and carers, and are provided in partnership with service users
- To provide as full a range of services as possible, across as much of Scotland as possible, and ensure that our services are inclusive and accessible to the full diversity of the Scottish population
- To secure maximum added value from our resources through working in partnership with the NHS, emerging health and social care partnerships, and other voluntary and statutory agencies

### SPECIFIC OBJECTIVES

#### (a) Advice and Information

The CHSS Advice Line provides confidential, professional information on all aspects of chest, heart and stroke illness, via telephone, email, text message or letter. Over the past ten years we have helped nearly 30,000 people. We were the first helpline in Scotland to secure accreditation from the Telephone Helplines Association (THA).

CHSS also provides a wide range of patient information through booklets, factsheets, audio tapes and DVDs, and via the CHSS website. Over the past three years we have distributed more than 516,000 items of patient information, all of them free to patients and carers. We are the recognised information partner in stroke for the NHS in Scotland.



**Our objectives in advice and information over the next three years are:**

- To expand access to the Advice Line through implementation of a free phone line, use of social media, Skype etc
- To add new patient information in areas of identified need, including health promotion and end-of-life care, and continue to review publications on a 3-year cycle
- To extend health advice and information to traditionally difficult-to-reach groups through implementing the lessons from the 'Tackling Barriers' project
- To add aphasia-accessible information and re-launch the health information component of the CHSS website
- To expand the pilot CHSS Health Promotion Nurse programme, if justified by evaluation of its effectiveness

*"A friendly, knowledgeable and understanding voice."*

**(b) Support in the Community**

Our communication support service for people with communication difficulties after a stroke provides a bridge between speech and language therapy and independent activities in the community.

Operating in partnership with the NHS, and making extensive use of specially-trained volunteers, the service meets individual goals on a one-to-one basis in hospital or at home, or in small groups in the community. Together with our affiliated groups, they provide support, information and friendship in an informal setting.

The CHSS stroke nurse and therapist service supports people returning home from hospital after a stroke, and their families, for up to a year post discharge. Experienced nurses and therapists provide advice, information and support, and help in liaising with other statutory and voluntary services.

Our heart failure / COPD service supports people affected by heart failure and chronic obstructive



pulmonary disease (COPD). Trained volunteers offer companionship to help reduce social isolation, support in accessing other community services, and information to help make healthy lifestyle choices.

These services support more than 12,500 people at any one time in communities throughout Scotland. In addition, we have developed a web-based resource, Stroke4Carers, which provides accessible advice and information for family and other informal carers of people affected by stroke.



*"I know how much he loves these visits and looks forward to them a lot."*

*"I am given the time here to finish what I want to say"*



#### Our local support service objectives over the next three years are:

- To secure further expansion of local services and expansion of access, eg via social media, email, Skype
- To demonstrate the effectiveness of our local support services on health and wellbeing, including reduced isolation and loneliness, through audit and evaluation and the development of impact measures
- To ensure implementation of the recommendations of the PARCS project by securing funding for phase II
- To continue to support and encourage local member-led chest, heart and stroke groups, and promote the development of exercise activities in line with the recommendations of the PARCS project
- To develop web-based self-management resources for people affected by stroke (selfhelp4stroke) and respiratory illness (My lungs, my life)
- To explore the potential for further involvement in telehealth, in partnership with the Scottish centre for Telehealth and Telecare (SCTT)
- To further develop training in supported communication for all staff and volunteers to ensure that services are genuinely person-centred and inclusive
- To ensure that we understand and meet appropriate individual goals for each service user and, once these are met, to identify follow-up services and social activities relevant to each individual's needs and interests, and support them to access these
- To develop further the use of information technology in service delivery and training, particularly in remote and rural areas
- To explore the potential for additional carer support, in both directly-managed and affiliated services, through a survey of carers' views
- To explore the potential for additional cognitive and psychological support for people affected by stroke



## (c) Training

CHSS has made a major contribution to improving patient care through specialist training of NHS and other staff. We have established stroke education programmes across the country, and have developed the STARs website (Stroke Training and Awareness Resources), recognised by the NHS as the major source of accredited training in stroke. STARs has been accessed in more than 180 countries across the world, and has been replicated in the cardiac field by HEARTe (Heart Awareness Resource and Training through E-learning).

We have co-ordinated a national training programme to support the introduction of thrombolysis (clot-busting) treatment for stroke, and developed the Stroke Competency Toolkit (SCoT) for nurses and therapists working in stroke services. The CHSS communication training team provide comprehensive training for our own staff and volunteers, with a 'menu' of more than 25 training courses.



### Our objectives in training over the next three years are:

- To enhance local stroke services through further development of specialist stroke training, in response to local identified needs, co-ordinated by CHSS Stroke Education Facilitators
- To secure funding for phase II of the HEARTe programme of web-based training in cardiac care, following successful implementation of Phase I
- To publicise the impact of the Stroke and TIA Awareness Training (STAT) programme, following a review of its effectiveness
- To seek support and funding for cardiac and respiratory versions of the SCoT training programme in stroke
- To review the STARs training programme, and develop at least three additional modules to meet identified needs
- To maintain and develop support for professional and special-interest groups, for example through servicing of forums, organisation of national conferences, and hosting of web pages

## d) Welfare

Our welfare programme is our longest-established service, dating back to the Charity's origin as the National Association for the Prevention of Tuberculosis. Today we offer personal support grants of up to £2,000 for a range of financial needs arising from chest, heart or stroke illness. These fund items such as disability and communication aids, home adaptations, holidays and respite care, and travel for specialist treatment.

To supplement these one-off grants, in the most deprived areas of Scotland we work in partnership with local Citizens Advice Bureaux, and other charities, to provide advice on welfare benefits.

### Our objectives in welfare over the next three years are:

- To help enable people to live as independently as possible in their own homes through the CHSS personal support grants programme
- To support the innovative use of technology to achieve this objective, and evaluate the impact of innovative awards
- To ensure that the CHSS benefits advice services achieve the maximum added value for CHSS service users
- To assess the impact of the current welfare reform programme on the quality of life of people affected by chest, heart and stroke illness

*"Thank you so much for your help, got my washing machine, I can't thank you enough"*



*"Just a note to pass on sincere thanks from my client who you recently awarded a grant to enable her to purchase a reclining chair. She was delighted with the award and has told me that her quality of life has much improved"*







### (e) User involvement

The Voices Scotland programme aims to build a national network of people affected by chest, heart and stroke conditions to help them have their say in NHS service planning and redesign. It offers training and support to enable people to participate meaningfully in managed clinical networks, patient partnership forums, service planning groups and other NHS bodies. We have further developed the Voices programme with a focus on self-management in COSMIC: Champions of Self-Management in Care.

Within CHSS, we involve service users in the planning and design of services, and have established a Volunteer Steering Group to ensure we are also fully aware of volunteers' views. Both service users and volunteers are formally represented on our governing body.

#### Our objectives in user involvement over the next three years are:

- To demonstrate the impact of the VOICES programme, following evaluation of its effectiveness
- To achieve the national rollout of COSMIC and develop a stroke-specific programme
- To seek funding to develop a COSMIC pilot project supporting health and social care professionals with self-management
- To further enhance meaningful user engagement with the NHS, by developing 'Carers' Voices' & Voices ambassadors, and achieving greater involvement of BME groups and other hard-to-reach communities



## 3 Influencing public policy

### How we've made an impact

We see it as an important part of our role to act as an advocate for patients and carers by achieving improvements in NHS and other services.

We aim to influence policy on a range of issues, often in partnership with other charities. These include support for further restrictions on smoking, reducing over-consumption of alcohol, better food labelling to encourage a healthier diet, and reducing health inequalities. We have established a Cross-Party Group in the Scottish Parliament to monitor progress on the Government's Heart Disease and Stroke Action Plan.

Other campaigns have raised awareness in the Scottish public and with politicians on specific issues, such as:



- FAST – raising awareness of the symptoms of stroke and the need to seek help urgently
- Promoting greater access to cardiac rehabilitation and heart failure support
- Supporting World COPD Day
- Promoting the value of exercise and physical activity.

### PRINCIPAL AIMS

- To raise public awareness of risk factors for chest, heart and stroke illness, particularly within high-risk groups and those at risk of exclusion
- To influence the Scottish Government, NHS, health and social care partnerships and others to support evidence-based improvements in prevention and treatment

### SPECIFIC OBJECTIVES

- To raise public awareness of risk factors for chest, heart and stroke illness both through direct campaigning by CHSS, and through working with other statutory and voluntary agencies in joint campaigns
- To develop innovative methods of raising awareness of issues of particular interest to CHSS, particularly among high-risk and difficult-to-reach groups (eg FAST, promotion of physical activity, workplace health promotion)
- To influence public policy and service improvement through working with Scottish Government Ministers and officials, individual MSPs, and others
- To ensure the views of CHSS service users are represented to Government on relevant issues of broader public policy, including welfare reform and health and social care integration
- To respond to government legislative proposals and consultation exercises on the basis of evidence of the impact on any such proposals on Scotland's cardiovascular and respiratory health
- To ensure that the interests of people affected by chest, heart and stroke conditions are fully recognised, through maintaining CHSS involvement on national advisory committees, managed clinical networks, and guidelines and standards groups, and facilitating patient and carer involvement in these networks



## 4 Volunteering

### How we've made an impact

The contribution of volunteers is absolutely vital to the success of our activities. More than 1,250 regular volunteers contribute over 140,000 hours of work each year, worth a minimum of £1.3 million to the Scottish community. Volunteers work in our services, particularly community stroke services, affiliated groups and heart failure / COPD support; in our charity shops and at fundraising events; and in a wide range of support activities.

In total we have more than 60 separate volunteer roles. All members of the charity's governing body (Council) and its committees serve on a purely voluntary basis. We were the first major charity in Scotland to be awarded accreditation by Investing in Volunteers (IiV), and were one of only three Scottish charities (out of more than 23,000) to achieve the prestigious Queen's Diamond Jubilee Award for Volunteering.



#### PRINCIPAL AIMS

- To maximise the contribution of volunteers to the work of the Charity, to the mutual benefit of both beneficiaries and volunteers

*"Volunteers make you feel more confident – they are always there to help."*



#### SPECIFIC OBJECTIVES

- To adapt our volunteering programme to reflect the changing motivations and trends of volunteers in the 21st century
- To engage and communicate with volunteers through increased use of ICT and social media
- To encourage recruitment from groups underrepresented in our volunteer programme
- To develop training in different delivery styles in response to the results of the training questionnaire
- To reflect best practice throughout the Charity, as identified through the Investing in Volunteers quality standard
- To scope opportunities and new ways of engaging volunteer support in line with the organisation's wider strategic objectives



## 5 Fundraising

### How we've made an impact

In a difficult financial environment, successful fundraising is more important than ever to enable us to support and develop the essential work we do. We aim to attract income from as wide a range of sources as possible and avoid over-reliance on any one source.

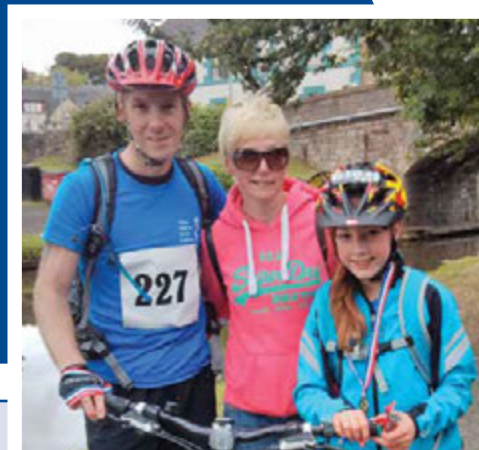
Our fundraising activities are grouped into three strands:

- Individual giving: donations, including donations of goods for re-sale through our charity shops; setting up a Sapphire Fund in memory of a loved one; leaving a legacy in a will
- Supporter fundraising: raising funds by taking part in a CHSS event (abseils, white water rafting, bike rides, runs and walks for all levels of ability); organising a fundraising event on our behalf
- Retail: our chain of more than 30 charity shops, boutiques and discount stores throughout Scotland; our in-house Christmas cards.

Our aim in all our fundraising is not just to raise funds for our charitable activities, but also to ensure that we provide a high-quality service to our supporters, and operate as efficiently and cost-effectively as possible.

### PRINCIPAL AIMS

- To enable CHSS to fulfil its mission by generating a balanced range of income streams, avoiding over-reliance on any single source of income
- To maximise the potential for future legacy income by developing long-term relationships with supporters
- To offer supporters as many opportunities as possible to donate to the Charity



### SPECIFIC OBJECTIVES

- To do everything possible to encourage future legacy income, including an analysis of patterns of legacy giving over the past 10 years
- To develop relevant, evidence-based impact measures, to help supporters fully understand the value of their contribution to the Charity
- To grow the Charity's committed supporter base through the Sapphire Tribute Funds programme
- To improve fundraising efficiency by increasing the contribution of community fundraising until it at least matches that of directly managed events
- To increase corporate support, including through the pilot Health Promotion Nurse service
- To increase the net contribution to CHSS resources from retail operations, through expansion, increased profitability, and increased take-up of Gift Aid



**If you would like to find out more, visit [www.chss.org.uk](http://www.chss.org.uk), or call us on 0131 225 6963.**

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