

LOVE
CARE
HOPE



Spreading our Wings

Strategic plan summary 2020–2023



A message from our founder

In this year of 2020, as we celebrate our 10th anniversary of providing care to children affected by life-limiting and life-threatening conditions in our Butterfly Home in Changsha orphanage, I am excited to be able to share with you a summary of our strategic plan. This takes us forward with a strategic intent which fully matches the dream for the future Alan and I had when we opened this work in 2010.

Our vision was always to care for and support the children – but within the context of their own families whilst inspiring and supporting government, healthcare professionals and others to develop and provide this care in ways appropriate to Chinese culture and local need.

We have set ourselves stretch targets and aspirations to drive the change we need to achieve our dream and are grateful for the feedback, advice and support we received whilst exploring, evaluating and planning our future direction.



Lyn Gould MBE

A message from our CEO

I am pleased to share with you the roadmap for our newly approved strategic plan. Our work over the next several years will encompass many diverse activities, from renovation of our existing facility, to implementation of new technologies, to taking a fresh look at China, not only Changsha.

Butterfly Children's Hospices is defined by the needs of the children and families we serve. Today, as a leader in the children's hospice & palliative care movement in China, we are continuing to address the needs of those with a life-limiting illness and their families in accordance with our core values.

We are growing a family of hospices providing the highest quality services and case management for children with life-limiting or life-threatening conditions and their families. This has measurable advantages for the child, the family, society, the medical community, the multidisciplinary team, and the employees.

We encourage you to stay involved and engaged with Butterfly Children's Hospices. Thank you for your generous support for us and our mission. We are grateful.



Zetao Zhang

Values and beliefs

Our vision

Every child in China affected by life-limiting conditions and their family are loved and supported

Our mission

To care for and support Chinese children with life-limiting or life-threatening conditions, and their families, by providing them with professional and holistic care, enabling them to cherish the beautiful moments



How can we change more lives?

We aspire to become a 'centre of excellence' for children's palliative care in China, creating a sustainable and adaptable model for extended communities, providing care, training others, advocating for children and their families and inspiring others to be part of the journey.

Strategic plan: five areas of strategic focus

We have five areas of strategic focus to help us achieve our overarching strategic goals:

1. Direct care provision to children

- Become a 'Centre of Excellence' for children's palliative care in China

2. Indirect care provision to children

- Partner with hospitals and community health centres, providing consultancy and training

3. Driving policy and awareness

- Work with government, hospitals and others to drive policy, raise awareness and build capacity

Underpinned by:

4. Fundraising

- Make formal agreements with key organisations to maximise fundraising capability

5. Systems and talent

- An organisation characterised by inspirational leadership, good governance, operational and managerial capability developed to meet organisational goals and aspirations



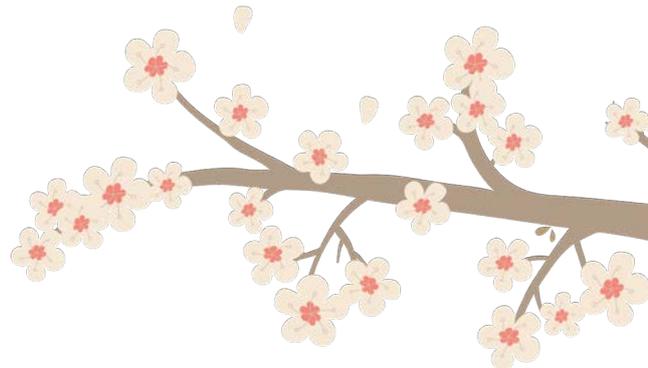
1. Direct care provision for children

Strategic imperatives

- Continue to improve quality of care
- Optimise existing relationships with current partners
- Build internal assessment/reporting process
- Enhance clinical expertise/clinical data
- Develop impact evaluation metrics
- Develop centre of excellence model from direct care work

Timeline for delivery

Projects in progress	Within 3 years
<ul style="list-style-type: none">• Addressing palliative care needs of children through direct palliative care and life-changing surgery• Consolidating infrastructure to meet care requirements• Recruiting and training for service teams	<ul style="list-style-type: none">• Hospice in Changsha: 24 cots• Pilot facilities:<ul style="list-style-type: none">– Community shared care– Direct care for families• Training, education, standards and consultancy



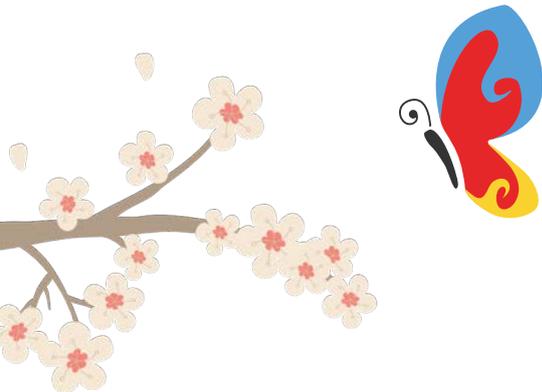
2. Indirect care provision

Strategic imperatives

- Develop further partnerships with children's hospitals
- Create marketing plan for building hospital/health community centre network
- Partner with palliative care associations and NGOs in similar space

Timeline for delivery

Projects in progress	Within 3 years
<ul style="list-style-type: none">• Applying for medical business license for hospice work• Building training team for hospitals• Building training/service team for families	<ul style="list-style-type: none">• Pilot programmes: Shanghai Fudan Children's Hospital and Hunan Provincial Children's Hospital



3. Driving policy & awareness

Strategic imperatives

- Finalise a comprehensive, accredited training and education programme
- Build on relationships with key opinion leaders and physicians
- Build on relationships with policy makers
- Establish cooperative education and research initiatives

Timeline for delivery

Projects in progress	Within 3 years
<ul style="list-style-type: none">• Hosting national conferences• Accredited courses in children's palliative care in Chinese• PR campaigns	<ul style="list-style-type: none">• Develop a report on China's children's palliative care• Establish a database for children's palliative care in China• Partner with key opinion leaders in paediatric oncology to promote children's palliative care

4. Fundraising

To support our work and safeguard the future, it is vital that we make formal agreements with key organisations to maximise fundraising capability.

Strategic imperatives

- Develop a funding strategy (revenue model)
- Explore diverse sources of funding
- Improve donor relationship management

5. Systems & talent

We will ensure that we are an organisation characterised by inspirational leadership, good governance, operational and managerial capability, which is developed to meet the organisational goals and aspirations.

Strategic imperatives

- Improve board governance effectiveness
- Develop and recruit fundraising talents
- Optimise internal training programme
- Improve staff recruitment and retention

Our ambitions are bold, and we have set some big goals. Our mission requires us to be courageous and set high standards in order to have a greater impact. We will ensure the voice of the child is heard and continue to spread love, care and hope

Contact us

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