

# Defining the Reach of Hospice Education, Community Involvement and Fundraising

Laidlaw Foundation's *Leadership in Action* project

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28 July - 11 September 2025



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## Project summary

My Leadership-in-Action (LiA) project, which took place at Princess Alice Hospice in Esher, Surrey, primarily focused on developing a framework tailored to measure the reach of educational, community involvement, and fundraising activities of the hospice. I was based in the Education and Research team and worked mainly under the supervision of Jane Berg (Director of Skills, Knowledge and Research).

The hospice has a strategic goal of reaching more people in the community to eventually achieve a broader impact. To monitor progress and design appropriate strategies to help actualise the goal, measuring the reach of different initiatives over time becomes essential. However, this has been an ongoing challenge due to several reasons. Therefore, I completed this project to propose a novel method, in the form of a framework, to measure the reach of hospice activities, taking into account different factors and perspectives.

Before the development of a framework, I conducted an extensive literature search and engaged with people from various departments to gather relevant primary and secondary information. In the end, I created a comprehensive report and a PowerPoint presentation which outline the findings, framework and all analysis results for consideration by the hospice's Senior Leadership Team and other relevant teams for potential future development and implementation.

## Introduction

### a. Background

[Princess Alice Hospice](#), located in Esher, Surrey, is a local hospice and charity providing end-of-life care to those with life-limiting illnesses. A range of services is provided to patients and their families, such as clinical palliative care, a wellbeing centre, and bereavement support. Beyond offering direct support to patients and their families, the hospice also focuses on education and community involvement through various activities taking place throughout the year. This includes educational programmes and training for health and social care professionals, fundraising events such as runs, charity retail shops where people can donate and purchase a variety of goods, etc.

One strategic goal of the hospice is to expand its reach in the community to maximise the impact of its services. The reach can be direct, i.e., people who have engaged with the hospice first-hand – for example, people receiving care, volunteering, attending a training programme, or participating in a one-off event. Moreover, the reach can be indirect, i.e., those who have not engaged with the hospice but might benefit from an initiative through the people reached directly. An example includes care home residents who might benefit from the improved service quality of care workers who participated in the hospice's training programme. Monitoring reach is key to conducting evaluation and developing appropriate plans to help the hospice achieve its goal, ultimately bringing a larger scale of positive impact to the community.

As of now, in 2025, the hospice is working on new strategies to assess reach and impact on three distinct audiences: individuals, the community, and the healthcare system. However, measuring the wider and non-immediate reach is challenging, as the concept of reach itself is subjective. Some might interpret it simply as a quantity (number of people), whereas others think that it is necessary to take into account the social and emotional values tied to it, as they are experienced at different intensities by individuals. In that case, reach overlaps with impact, which

is a distinct principle. Therefore, drawing a separation between reach and impact becomes another challenge in measuring reach.

To address this problem, this project aims to explore the different ways in which reach can be defined and measured, with a focus on the hospice’s educational programmes, community involvement, and fundraising. We drew on examples of the hospice’s initiatives within this scope and identified the possible ways to measure reach.

### b. Key aim

To provide insights and background into the adoption or development of a tool that allows the assessment of hospice reach.

### c. Objectives

- To discover the type of data and information available for selected educational and community activities of the hospice, and how the data can be used to measure reach.
- To identify, through a literature search, any existing tools or methods from different sectors to measure reach and explore how they might be applied in the context of hospice activities.
- To suggest a novel method to measure reach by adapting existing tools to tailor them to the hospice’s activities, considering the available organisational data.

## Project details

### a. Timeline

The project ran for seven weeks, from the 28th of July to the 11th of September 2025. A detailed timeline is shown in *Table 1* below.

Week	Date	Activities
1	28 Jul - 1 Aug	Introduction and induction, project kickoff meeting
2	4-8 Aug	Start discussions with stakeholders, organisational data collection, literature search, analysis, and report write-up
3	11-15 Aug	Continue discussions, data collection, literature search, analysis and report write-up; feedback meeting
4	18-22 Aug	Continue discussions, data collection, literature search, analysis and report write-up
5	25-29 Aug	Continue discussions, data collection, literature search, analysis and report write-up; feedback meeting
6	1-5 Sept	Finalise report and PowerPoint
7	8-11 Sept	Report and PowerPoint approval, mock presentations, and final presentation to the Senior Leadership Team (SLT)

**Table 1:** The timeline for the Leadership-in-Action project, commencing on the 28th of July and concluding on the 11th of September.

## b. Key activities

The project involved several key activities, which were (1) literature search; (2) stakeholder engagement; (3) framework development and report writing; (4) progress meetings; and (5) final presentation.

### Literature search

This was done to identify any existing tools or methods from different sectors that can be used to measure reach. I then explored how the tools might be applied in the context of hospice activities, especially within the scope of education, community involvement, and fundraising.

### Stakeholder engagement

This involved discussions with people from various departments regarding the initiatives or activities they are in charge of and finding out the quantitative and qualitative data available that could be used in my framework analysis. The departments that I engaged with included *Education and Research* and *Community Involvement and Support*.

### Framework development and report writing

Following the collection of information and data through literature search and stakeholder engagement, I began constructing a framework. This framework was created by adapting several elements from the identified existing tools and considering the organisational needs. I then tested the framework on some of the hospice's initiatives within the areas of education, community involvement, and fundraising, which include the *Compassionate Neighbours* (a community involvement programme), *Six Steps for Care Homes* (an educational programme), and *Santa Fun Run* (a fundraising event).

Below are the details of the selected initiatives that I analysed using the developed framework:

- [Compassionate Neighbours](#) are trained volunteers providing a listening ear and regular social and emotional support to community members experiencing loneliness or social isolation due to the effects of their own or a loved one's long-term or life-limiting illness. Each Compassionate Neighbour (the volunteer) is matched with one community member, and they offer 1-2 hours of their time per week to provide companionship and support to their match. Various activities can be done, including visiting people at home, going for a walk or a drive, visiting a garden or a cafe, etc.
- [Santa Fun Run](#) is an annual festive 5k (run, walk, etc.) aimed at raising funds. As the name suggests, this takes place during the winter, and participants gather in Santa or other Christmas-themed suits. The event is accessible and is open to all ages, abilities, groups, and individuals. Besides fundraising, people take part in the Santa Fun Run for different purposes; for example, to commemorate loved ones, to thank and support the hospice, or simply for fun and enjoyment. The event usually takes place at Bushy Park and Sandown in November and December.
- Six Steps for Care Homes is one of the [educational courses](#) offered by the hospice, aimed at people working in care homes. It takes place twice a year, with each session lasting 16 weeks. The programme takes a blended format of in-person workshops and online video conferences, with objectives for the participants to learn about end-of-life care, review their organisational systems and build a resource of evidence to demonstrate quality care. At the end of the programme, participants will have to submit a portfolio of evidence to demonstrate that they have met the outcomes of the programme. Upon satisfactory completion of the portfolio, as reviewed by a facilitator, the corresponding care home will be presented with a certificate.

The framework that I developed and the analysis results of the selected initiatives are outlined in the final report that I created for the Senior Leadership Team. Along with these, the report also includes the project purpose, findings on existing tools, evaluation, and future directions.

### **Progress meetings**

To keep track of the project progress, address any questions, and discuss the next steps, biweekly 30-minute group meetings were held. These took place on weeks 1, 3 and 5. Through these meetings, I gained constructive feedback, suggestions and advice.

### **Final presentation**

On the final day of the project (week 7), I presented the outcome to the Senior Leadership Team during their meeting. The presentation essentially summarised my project, which includes the purpose, key findings, the developed framework, analysis results, evaluation and suggestions for further steps.

## **Results**

I concluded my seven-week project at Princess Alice Hospice with the outputs of a 30-page report (*Figure 1*) and a PowerPoint presentation (*Figure 2*) for use by the Senior Leadership Team and other relevant teams, which cover the following aspects:

- Background and relevance of the reach measurement project
- Theories and findings on the existing tools/methods to define and measure reach, as identified through a literature search
- A proposed framework to measure hospice reach
- Results of analysis using the proposed framework, using the collected organisational data from selected activities
- Recommendations for further steps for consideration by the relevant teams

## Measuring the Two-Dimensional Reach of Hospice Education, Community Involvement and Fundraising

A report for Princess Alice Hospice

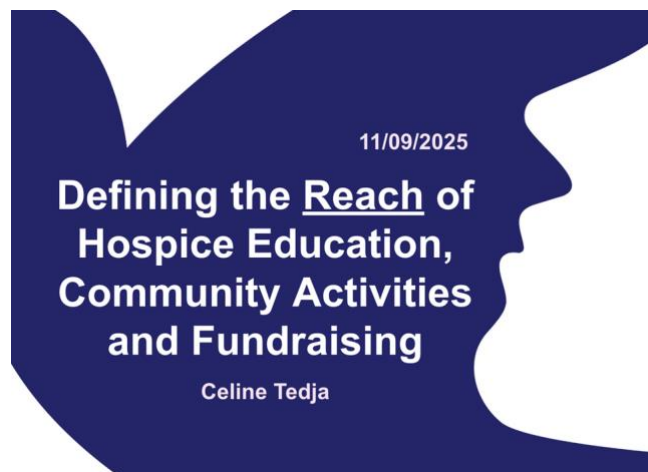
Created as a part of Laidlaw Foundation's *Leadership in Action* project

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**Figure 1:** The final report produced for Princess Alice Hospice.



**Figure 2:** The PowerPoint created for presentation to the Senior Leadership Team.

## Discussion

### a. Impact

Defining and measuring the reach of different activities has been a challenge at Princess Alice Hospice. During my time at the hospice, I addressed this issue and contributed to the development of a framework to measure reach, which can be used flexibly for various initiatives. This framework could serve as a blueprint for further refinements and testing before it can be implemented across different hospice departments.

The use of a standardised framework would help ensure a more objective measurement of reach. This allows us to monitor the reach of a certain initiative over time more accurately, therefore enabling us to develop appropriate strategies to expand reach in the community – a key goal of the hospice. This would eventually bring a larger scale of positive impact to the community.

In terms of the UN Sustainable Development Goals (SDGs), this project mainly focused on [SDG 17](#), which is [Partnership for the Goals](#). This project highlights the importance of collaboration between different stakeholders to develop an effective measure to tackle an issue or challenge, achieve a common goal, and create a meaningful impact.

### b. Future directions

To enhance the reliability of the proposed framework, which currently still poses some limitations, further improvements and testing are needed before it can be applied to track reach across various hospice activities. This should involve a collective, cross-departmental discussion, rather than relying on an individual perspective, to allow us to obtain a more inclusive view of the organisational needs.

Beyond application in Princess Alice Hospice internally, the novel framework could also potentially be used by other hospices or organisations in similar sectors, including non-profit, health and social care, education, and community, to measure their reach. Partnerships with external organisations could be established, in which they could conduct an initial implementation of the framework as a way to further test its reliability.

## Acknowledgement

I would like to thank the Laidlaw Foundation for this incredible opportunity to undergo the Leadership-in-Action (LiA) project and for their generous funding to make it possible.

I would also like to express my deepest gratitude to the team at Princess Alice Hospice: Jane Berg, my primary supervisor and point of contact during the project, for trusting me to complete this LiA project, providing constant support, and sharing invaluable insights on leadership; Rachael Basak and Fran Bettsworth for their guidance and feedback during the meetings; the education administrators – Chloe Larcombe, Ali Seymour, and Gavin Sapsed, for warmly welcoming me into their workspace; and finally, everyone within the *Education and Research* and *Community Involvement and Support* departments whom I engaged with, for providing support and all the necessary information. Overall, this project would not have been possible without all of their assistance.

Finally, I would like to extend my appreciation to Christopher Cullen, as the Laidlaw Programme Manager at UCL, for the continued support given and for addressing all my queries throughout the programme.



A picture with Jane on my last day!