

**BETHESDA CARE HOME  
AND  
HOSPICE**

**Business Development Plan**

**April                      March  
2026 - 2027**

## **BACKGROUND**

Bethesda Care Home and Hospice is a recognised Christian charity based on Christian principles. The unit opened on the 9th March 1992. At present, it comprises a 30-bedded Care Home providing nursing care, 21 beds on the ground floor and 9 beds on the upper floor along with a 4-bedded Hospice. Although under the one roof, the Care Home and Hospice are completely separate units. The complex is the only one of its kind in the Western Isles.

At present there are over eighty permanent members of staff plus a bank of relief staff and together they work to produce a warm friendly and caring environment which welcomes the family as well as the patient and produces a home from home atmosphere. Together they afford patients dignity and a quality of life as full and active as their circumstances permit.

## **INTRODUCTION**

In April 2013 the organisation converted from a Trust to a SCIO (Scottish Charitable Incorporated Organisation) and a new Constitution was prepared. The maximum number of SCIO Trustees are 16 and details of the organisations represented on the SCIO can be found in the Constitution document.

The purpose of this plan is to record, identify and express the development activity and plans of the Bethesda Care Home and Hospice SCIO for the financial year April 2026 to March 2027 and to identify the training needs of the SCIO based on its proposed development plans. Combining both development and training aspects into a detailed, scheduled record and action plan which is flexible enough for management to use on an ongoing basis as a planning tool.

The SCIO's main goal for the forthcoming year is to maintain the quality and standards of care provided at the very highest level across all areas of the Home and Hospice.

The main purpose behind this goal is to continue to meet its commitment to caring for the whole person in a physical, emotional, spiritual and psycho-social sense, encouraging maximum independence and emulating the lifestyles of the residents and patients.

In order to achieve this goal the SCIO has identified four separate areas of development and has prioritised these areas as follows:-

1. Care Home
2. Hospice
3. Management and Staff Development
4. Maintenance

The Public Bodies (Joint Working) (Scotland) Act was granted royal assent on 01 April 2014. This Act included

- Nationally agreed outcomes, which apply across health and social care, and for which NHS Boards and Local Authorities will be held jointly accountable
- A requirement on NHS Boards and Local Authorities to integrate health and social care budgets
- A requirement on Partnerships to strengthen the role of clinicians and care professionals, along with the third and independent sectors, in the planning and delivery of services

At present Comhairle Nan Eilean Siar (CNES) and the Western Isles NHS Board are currently working together to provide Health and Social Care for the Western Isles.

This includes the provision of care we provide in the Care Home and the Hospice. We are working closely with the statutory bodies to ensure the continued provision of care.

In April 2018 the Scottish Government published the Health and Social Care Standards (My support, my life). Additional information was published in the Standards on 31 March 2022. This includes the addition of a foreword by the Minister for Mental Wellbeing and Social Care. It also includes two new paragraphs, 5.16 and 5.17, within Chapter 5 'Be Included'.

The Health and Social Care Standards set out what we should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone and to ensure that individuals are treated with respect and dignity and that the basic human rights we are all entitled to are upheld.

The Standards are relevant across all health and social care provision. They are no longer just focused on regulated care settings, but for use in health and social care, as well as in early learning and childcare, children's services, social work and community justice.

Since 01 April 2018 the Standards have been taken into account by the Care Inspectorate, Healthcare Improvement Scotland and other scrutiny bodies in relation to inspections, and registration, of health and care services.

The Standards are underpinned by five principles:

- Dignity and Respect
- Compassion
- Be included
- Responsive care and support
- Wellbeing

The Bethesda Care Home and Hospice SCIO Trustees endeavour to ensure the care provided at Bethesda follows the five principles

The Health and Care (Staffing) (Scotland) Act 2019 came in to force on 01 April 2024 and provides a statutory basis for the provision of appropriate staffing in health and care services, enabling safe and high quality care and improved outcomes for service users.

It builds on existing policies and procedures within both health and care services and effective implementation aims to embed a culture of openness and transparency, ensuring staff are informed about decisions relating to staffing and able to raise concerns.

The Bethesda Trustees and Management will endeavour to follow the principles of the Health and Care (Staffing) (Scotland) Act 2019 to ensure both appropriate staffing and appropriate training of staff.

The Trustees and Management have developed a five year Strategic Plan (2023 – 2028) which contains the following:

- Vision Statement
- Bethesda Principles
- Bethesda Hospice Principles
- Introduction to Bethesda
- Background – ‘How did we get here?’
- The Service
- Advantages and Disadvantages
- Risks to the Strategic Plan
- Future Opportunities
- Our Mission

## 1. CARE HOME AND RESPITE CARE UNIT

The general development goals of the SCIO in this area are to continue to provide the very best care for residents of the Care Home and to continue to take the needs of both residents and their families into account in the provision of that care.

The Bethesda Care Home offers all our residents beautifully furnished, spacious single rooms with en-suite toilet and shower facilities in each room.

At the request of Comhairle Nan Eilean Siar Social Work Department, the previous 9-bedded respite care unit is now utilised to provide long term care. However, we continue to work with Social Work to offer respite care if this is required.

In order to continue to provide the high standard of care in the Care Home, the following actions are required in the forthcoming year:-

- to continue with questionnaire for residents' families to find out their perception of the standard of care in every department the residents receive.
- to continue with the Service Management Survey for any service users utilising the respite care service.
- to continue to assess feedback from questionnaires and make any changes necessary.
- to continue to communicate feedback to all staff.
- to identify any gaps in perceived and actual levels of care and identify appropriate solutions.
- to fund and purchase new equipment as the needs of the organisation dictate and as funding permits.
- to continue to fund the ongoing refurbishment of the Care Home.
- to continue to update the Care Home information booklets as the needs of the service dictates
- to continue to ensure that each resident in long term care is allocated a key worker on admission.
- to continue to ensure that the key workers are given the opportunity to order items and do special things to give the personal touch to the residents.
- to update and maintain rota for daily/evening worship.
- to update and maintain the rota for Sunday services.
- to ensure we have the services of a Chaplain for the Care Home.

- to continue to work with the Activities Co-ordinator to develop resident activities in the Care Home and Hospice, when required.
- to maintain communication with relatives (birthdays, etc.), including updating them regularly by email or telephone as required.
- to continue to review Policies and Procedures and update as necessary.
- to develop new Policies and Procedures for the unit as the need arises.
- to continue to fund and replace wheelchairs as necessary.
- to continue to purchase clothing name tapes for new residents coming in to long term care.
- to continue annual maintenance cover for nurse call system.
- to continue to install flat screen wall mounted televisions in all Care Home bedrooms
- to purchase further items of furniture for bedrooms.
- to continue to add pictures/paintings to bedrooms, corridors and communal areas in order to make the unit more homely.
- to ensure all areas are included in the refurbishment programme to maintain the high standard currently provided.
- to continue to display Care Inspectorate Inspection reports on the Bethesda website.
- to ensure requirements or recommendations from Inspections are acted upon promptly.
- to ensure fire safety precautions are undertaken and maintained.
- to continue to ensure safe infection control practices are followed in line with the Care Home IPC Manual.

## 2. HOSPICE

The general development goals of the SCIO in this area are to continue to provide the very best care for patients of the Hospice and to continue to take the needs of both patients and their families into account in the provision of that care.

The actions taken or required to be taken to achieve this goal over the period of this plan are:-

- to continue to organise visits from the Hospice Chaplain or religious leaders as required
- to maintain parallel working for orientation of new staff by working alongside outgoing staff.
- to continue to audit patient questionnaires.
- to continue to involve social workers in communication meetings.
- to continue with the annual Fundraising Programme and evaluate new fundraising incentives in a safe manner and any restrictions permitting.
- to continue to host visits from schools and community organisations to ensure public have access and knowledge about Bethesda and services offered.
- to audit standards at all levels.
- to continue to set and evaluate audits in line with the Infection Prevention and Control Manual, taking into consideration the 10 Standard Infection Control Precautions (SICPs).
- to review and update as necessary all Policies and Procedures.
- to continue to ensure rooms are freshened up/touched up as necessary before admitting patients.
- to continue to display Healthcare Improvement Scotland (HIS) Inspection reports on the Bethesda website.
- to continue to audit the drugs fridge temperature.
- to continue to purchase medical books as necessary.
- to continue to purchase the British National Formulary (BNF) on its issue dates of March and September each year.
- to continue the annual service maintenance schedule of the syringe pumps with the Works Department at Western Isles Hospital.
- to assist NHS Western Isles in their development of End of Life Care in the community.

- to continue to host training sessions at the Hospice and on-line
- to consider holding formal bereavement/counselling sessions.
- to consider holding Support Group meetings at Bethesda.
- to consider Day Care for the Hospice.
- to further develop Treatment/Therapy Room.
- to consider offering further treatment to Hospice day patients.
- to consider offering Hospice at Home care.
- to continue to assist the staff and volunteers of the Hospice Shop in ensuring the smooth running of the Shop.
- to assist in the development of the Ness Charity Shop as required.
- to continue to have a Bethesda Shop Working Group with the SCIO Trustees.
- to continue to work with IJB Western Isles in order to develop the Western Isles Palliative and End of Life Care Strategy.
- to consider the future development of the Hospice.

### 3. **MANAGEMENT AND STAFF DEVELOPMENT**

The general development goals of the SCIO in this area are to recruit able, motivated personnel, to train them to the highest standards and to inspire pride in the organisation in staff at all levels, the purpose being to maintain a highly motivated, highly qualified and trained workforce for the future.

The actions taken or required to achieve this goal during the forthcoming year are:-

- the Bethesda SCIO Trustees Governance Group to continue to meet on a regular basis to ensure governance compliance.
- the Finance and Remuneration Group to continue to meet as required in order to receive salary and draft account reports, investment information and reports and make recommendations to the SCIO Trustees.
- to continue to ensure all new staff receive appropriate induction training to the unit.
- to ensure that each of the kitchen and domestic areas' guidelines are up to date in accordance with the revised and updated Care Home Infection Prevention and Control Manual.
- to continue with regular training sessions by the Hospice Doctors as required.
- to ensure nursing staff receive up to date training in palliative care as necessary.
- to work with the University of the Highlands and Islands (UHI) Western Isles Nursing and Midwifery Campus, Lews Castle College, the Nicolson Institute, DWP, or any other organisation in providing work placement for trainees.
- to continue to ensure kitchen staff who do not possess an Elementary Food Hygiene Certificate receive training in same.
- to assist senior kitchen staff to achieve up to date Intermediate Food Hygiene training.
- to maintain continuous professional development standards for Nursing Home and Hospice.
- to maintain the system of daily reports.
- to continue to have regular staff meetings.
- to maintain the method of recording outcomes of training.

- to continue with staff appraisals and supervision.
- to continue to have training for all disciplines of staff.
- to continue to record time invested in training and development.
- to continue with regular meetings of Health and Safety representatives.
- to ensure the Chief Executive Officer/Registered Manager reports to the SCIO Trustees the contribution staff development has made during each year.
- to continue to purchase name badges for all staff.
- to continue to ensure all staff have regular Fire Drills/Fire Awareness Training.
- to ensure all staff receive training in Moving and Handling.
- to continue SVQ training for Health Care Assistants.
- to continue rolling training programme in relation to nursing staff carrying out the Diploma/Degree in Palliative Care.
- to assess the possibility of nursing staff undertaking palliative care training through distance learning.
- to continue to be represented at the NHS Continence/Tissue Viability meetings by the Bethesda Continence/Tissue Viability Link Nurse.
- to support the Bethesda Podiatry Link Nurse who assists the Care Home with Podiatry requirements.
- to support the Bethesda Nurse with a responsibility for oral hygiene.
- to continue with the provision of a Nutrition Champion to assist with the nutritional care of residents and patients in liaison with the Cook and the catering staff.
- to ensure all staff receive up to date information in relation to the Infection Prevention and Control Manual for Older People and Adult Care Homes (The Manual).
- to ensure staff with a responsibility for Infection Prevention and Control receive training re The Manual.
- to ensure all Domestic Staff undertake training in relation to The Manual and the completion of all documentation.
- to continue regular Infection Control Group meetings.
- to review and update the Risk Register as necessary.

- to ensure SCIO Trustees are represented at the Senior Management Team (SMT) meetings as part of the Clinical Governance structure.
- to ensure the CEO informs the SCIO Trustees of necessary training to be undertaken, either directly at meetings, or through the Senior Staff notes of meetings/Bethesda News.
- to ensure the CEO continues to keep the SCIO Trustees informed of future changes in the regulations and registration procedure brought about by the Care Inspectorate or Healthcare Improvement Scotland.
- to ensure the CEO continues to attend Scottish Partnership Agency for Palliative and Cancer Care meetings in order to keep abreast of continuing changes.
- to ensure the CEO continues to attend the Scottish Hospices Leadership Group meetings, either in person or by virtual means.
- to ensure the Finance Development Officer or CEO attend the Scottish Hospices Together fundraising group, either in person when permitted or by virtual means.
- to consider the development of a staff handbook.
- to assist Health Care Assistants to become registered with the Scottish Social Services Council (SSSC).
- to continue to encourage all levels of staff to engage in the Turas learning programme.
- to continue with the provision of a pension scheme for all staff.
- to assist all nursing staff with the Revalidation process.

#### 4. MAINTENANCE

The general development goals of the SCIO in this area are to maintain the premises and equipment to the highest possible standard taking both nursing requirements and the desire to create a comfortable “homely” atmosphere into account.

The actions taken or required to achieve this goal are:-

- to continue with daily ‘Repair Book’.
- to continue ongoing painting programme.
- to continue ongoing refurbishment programme.
- to continue to replace floor coverings as required.
- to continue with annual contract tendering process.
- to continue to monitor the servicing and calibration of Hospice syringe pumps.
- to continue the programme of servicing and calibrating the boilers every six months.
- to continue the annual servicing programme for the back-up generators.
- to continue the annual maintenance contract for the fire safety equipment.
- to continue the annual maintenance of the laundry chute.
- to continue the annual maintenance of the sprinkler system.
- to continue the quarterly servicing and maintenance of the lift.
- to continue with the annual PAT programme.
- to continue to service and repair existing wheelchairs.
- to continue the maintenance scheme for the Nurse Call System.
- to continue to service and repair or replace catering and domestic equipment.
- to continue the regular servicing programme of all lifting aids.
- to continue the monthly programme of high dusting.
- to continue the monthly back-up generator checks.
- to continue the regular maintenance programme for the rotary ironer.
- to continue the weekly fire alarm checks.

- to continue to have colourful hanging baskets around the unit in the summer months.
- to continue the process of checking water temperatures and disinfecting procedures in line with the Legionella Risk Assessment.
- to ensure the new suppression system in the kitchen is maintained accordingly by Fire Suppression Scotland.
- to continue the annual servicing of the kitchen extraction fans and outlet by an external organisation.
- to maintain upgraded kitchen to a high standard of cleanliness, replacing equipment as required.

**S.M.A.R.T. PROCESS**  
**FOR BUSINESS PLAN**  
**WITH ANNUAL QUALITY ASSURANCE OBJECTIVES**

- **Specific:**  
*A clear and well-defined goal, outlining exactly what needs to be achieved. It should answer the questions: what, why, and how.*
- **Measurable:**  
*The goal should include a way to track progress and determine when it has been achieved. This could be through specific metrics or quantifiable targets.*
- **Achievable:**  
*The goal should be realistic and attainable given available resources and constraints. It should be challenging but not impossible to achieve.*
- **Relevant:**  
*The goal should align with overall objectives and contribute to the bigger picture. It should be something that matters and is important to the individual or organization.*
- **Time-bound:**  
*The goal should have a defined deadline or timeframe for completion. This creates a sense of urgency and helps with accountability.*

**SPECIFIC**

The Bethesda Care Home and Hospice SCIO Trustees and Management endeavour to ensure the care provided at Bethesda follows the five principles of the Health and Social Care Standards:

- Dignity and Respect
- Compassion
- Be included
- Responsive care and support
- Wellbeing

**MEASURABLE**

- Care Inspectorate Inspections and Reports with gradings of Good or Very Good in all areas
- Residents/Patients and relatives complete quality questionnaires with satisfactory results
- Feedback through social media, donations and thank you cards
- Information from relatives and friends
- Satisfactory staff engagements

**ACHIEVE**

- Work with statutory bodies to ensure Care Home and Hospice services continue to be available
- Develop care home care plans and adapt to digital care management software
- Hospice care available to patients and families when they require it

**RELEVANT**

- Ensure all areas covered in the Business Plan
  - Care Home
  - Hospice
  - Management and Staff Development
  - Maintenance
- Ensure action planned is relevant and status up to date.

**TIME-BOUND**

Quality assurance objectives for the year April 2026 to March 2027.