It was clear that beliefs local people held about ‘Kirkwood Hospice’ were acting as a barrier to people reaching out for care earlier, and a barrier to people supporting aspects of our work they believed were being delivered locally by other charities or organisations. The Kirkwood’s vision is of a world where no-one needs to face a life-limiting illness alone, and to achieve that vision we needed to challenge pre-conceived notions about hospice care, increase self-referrals and deliver more income. The solution to all these problems was the same – if people understood what The Kirkwood did, we could encourage more people to reach out and inspire more people to support our cause. That change was the single driving force behind the change in our brand identity – from Kirkwood Hospice, a place where people go at the very end of their life, to The Kirkwood, a movement of people who are passionate about improving quality of life for those affected by a life-limiting illness.

The Kirkwood’s refreshed identity is more modern, purposeful and clear about who we are and what we do. Initially launched in the September of the pandemic, The Kirkwood’s new approach has supported growth in fundraising and positive responses from clinicians, and our Support Life messaging is opening up conversations with more people than ever. As we continue to activate our brand through new services like ‘Connect with The Kirkwood’, we are confident we will maintain a balance between additional patients cared for and additional income to support their care.

### P-216 DEVELOPING AN ORGANISATIONAL IMPACT FRAMEWORK WITH PEOPLE WITH LIVED EXPERIENCE

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**Background**

Those who access end of life services, as well as those who financially support them, need robust evidence about the difference these services make. To evidence impact, the starting point is to be clear about the difference a service or project intends to make.

**Aims**

This project aimed to develop an Impact Framework to support everyone in our organisation to describe what they do, why it matters and what difference their work makes in a logical and convincing way. This work built on a 2020 project that identified six high-level themes that are important to end of life experience from the perspective of staff and volunteers. This project aimed to assess the extent that the 2020 framework reflected perspectives of people with lived experience.

**Methods**

Step 1: A representative Ipsos telephone omnibus survey (n=921). The focus of the survey was this open-ended question: ‘What do you think matters most to people in the last few years of their life?’ Responses were thematically coded using NVivo. Step 2: An online workshop with three people with lived experience about what they think is most important to people at end of life, and to discuss their views of the Impact Framework. Participants supported the generation of illustrative statements for each theme.

**Results**

The data supported the six themes identified in the first iteration. The language used to describe each theme was adjusted to better resonate with people with lived experience.

**Impact themes:**

- Physical health and wellbeing.
- Practical, financial and work concerns.
- Relationships and social life.
- Voice, dignity and respect.

**Conclusions**

Using these results, a staff guide has been developed to support colleagues in telling the story about the difference their work makes.

### P-218 A COLLABORATIVE CHIEF EXECUTIVE OFFICE

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On the resignation of the Chief Executive, and in agreement with the hospice Senior Management Team, the Board took the decision to introduce a new and dynamic leadership structure. The Collaborative Chief Executive Office (CCEO) sees each member of the team retaining their directorate accountability and taking a shared responsibility for operational management alongside progressing the Board’s strategic ambitions.