



Bringing music to the heart of healthcare 2023-2025 Strategy

Introduction

Our strategy and accompanying Theory of Change model outlines how we will use our strengths, values, partnerships and resources to bring about change over the next 3 years.

Problem: Being in hospital is often a time of stress, loneliness and disempowerment, sometimes leading to a decline in general wellbeing and mental health, particularly for patients who are in hospital for a long period of time, and for their families.

Solution: Wishing Well works in partnership with NHS healthcare settings to create musical interactions that meet the needs of the whole hospital community, helping people feel more relaxed, uplifted and connected.

Wishing Well was created in 2013 as part of a larger music charity, became an independent CIC in 2019 and a registered charity in 2022. Our work falls into 4 areas:

1. A participatory music programme comprising of weekly visits to NHS hospitals across Sussex and Surrey, bringing musical interactions right to patient's bedsides and to group settings.
2. Support for our sector - apprenticeships for local musicians who want to bring their skills into healthcare settings; CPD and supervision for our network of freelance artists.
3. Training for medical students, healthcare professionals and hospital volunteers.
4. Advocating for change through our activities, partnerships and networks.

As we move forward, we acknowledge the enduring nature of our partnerships with NHS hospitals, many of which have existed since the very early years of Wishing Well's creation. We equally acknowledge the short term nature of much of our funding, meaning that not all of our partnership activity can be sustained all the time.

The current climate has both challenges and opportunities; the NHS is under unprecedented pressure and we find ourselves in a cost of living crisis which may affect support for the arts. There has however, never been a higher demand or need for our work, backed by an ever growing body of evidence of the vital role that music plays in keeping people connected, empowered, uplifted and hopeful.

Finance

We're moving into our next 3 years in a strong financial position with a reserves policy of 6 - 12 months in place. At the time of writing our total unrestricted income (including reserves) is £40,000. We've grown steadily since our incorporation, from an annual income of £40,000 in 2019, to £73,000 in 2022. Our projected income for 2023 is £100,000.

- Our funding plan in brief:
 1. The lion's share of our income will come from Trusts and Foundations. Over the next 3 years we will significantly increase the number of applications made for core costs as opposed to project funding. (in 22/23, 5 applications made for core totalling £20k compared to 0 applications in 21/22)
 2. Charitable status has opened up lots of new Funders for us to apply to and as a relatively new organisation there are a good number of T and Fs that haven't funded us yet.
 3. We'll maintain relationships with key funders who have repeatedly supported us since 2013 with sizeable grants eg Youth Music and Arts Council England.
 4. Rather than actively pursuing a Major Donor or Corporate campaign, we will take every opportunity to raise the profile of our work (on social media, on hospital wards, through networks and conferences) to grow our community of support and encourage donations.
 5. Partners will need to contribute as much match funding from their own charity pots as they can to help us lever in large grants from T and F's, most of whom want to see match funding as part of every application. We aim to raise the profile of our work with senior NHS Trust management to secure more financial commitment for our work.
 6. Consider paying for access to a funding database in 2024 when we'll need to find new funders to apply to.

Organisation

We want to safeguard Wishing Well by slowly and carefully expanding our team so that we can gradually increase our capacity and reach. We'll retain a culture of home-working and keep our running costs low, rather than renting an office space.

- By April 2023, we'll recruit an Operations Director to work alongside the CEO.
- We'll continue working with freelance fundraiser, Pippa Moore, as and when we need their support.
- We'll continue to contract our comms assistant on a freelance basis
- We'll review our position in 2024 to assess if another position needs to be created and where the funding for this might come from.
- We have a highly skilled Board of Trustees who have supported the development of Wishing Well since its incorporation in 2019. We may seek to expand our Board in 2024, to welcome a trustee with an academic/research background

Wishing Well Music Programme.

We'll maintain our focus on bedside and group music-making with our current NHS partners, co-designing programmes to improve the wellbeing of babies, children, young and older people, their families and the staff and volunteers who support them. Our programmes will run in Acute Hospitals and Psychiatric wards in Surrey and Sussex where the need for enrichment and engagement remains very high.

- Our programme develops in 2023 to include trauma patients and staff in Intensive Treatment Units and Stroke patients at Sussex Rehab Unit which provides exciting development and learning opportunities for the musicians and organisation.
- We're deeply concerned about the mental health crisis amongst young people and as part of our next Youth Music application for 23-26, we'll increase our offer to young people accessing CAMHs support by:
 - 1.continuing our partnership with inpatient unit, Chalk Hill
 - 2.running additional programmes with the new Eating Disorder Clinic in Brighton (pilot in early 23)
 - 3.exploring a new partnership with the "Discovery College" in Brighton and West Sussex who support creative opportunities for young people accessing CAMHs support. They have a fantastic model of 1 MH practitioner, one peer and one creative practitioner designing and delivering each course. This community based work creates a referral route from Chalk Hill and ED clinic to ongoing music based support.
- In 2023, we'll deliver roughly 320 participatory music sessions in healthcare settings, aiming to reach approximately 1500 participants plus family members and healthcare staff. We'll aim for a slight increase in 24 and again in 25

Sharing our Skills and Knowledge

Over the next 3 years we'll continue to:

- work in partnership with BSMS to deliver 4 x "Music and the Future Doctor" elective modules each year, reaching roughly 40 medical students annually.
- support 3 apprentice musicians each year as part of both our YM programme and offer further development opportunities on our older people's programmes. In recruiting apprentices we will actively encourage and support applications from under represented groups in our sector.
- Consult with our existing team, to see what training/development they want from us

In addition, we will:

- Aim to re-engage with hospital volunteers as they slowly come back to hospitals post pandemic, empowering them to use achievable music based skills as part of their befriending roles.
- Investigate opportunities with Kent and Medway medical school to see if an adapted SSC model (to accommodate travel time) might be possible for their students.

The Wishing Well Musicians

We'll continue to support our core team of music facilitators whose skills and experience enable them to deliver outstanding work. At the time of writing, we regularly contract 6 musicians on a

freelance basis; this is just enough to deliver our current programme but there's a risk of not being able to deliver all of our work if anyone couldn't work with us anymore and does limit our ability to expand our programme. Our apprentice programme is an excellent way of inviting new members to join our team.

- Throughout 2023, we'll identify apprentices who seem like a good fit for our work and who are ready to deliver work for us.
- In 2024 we'll assess the need for wider recruitment in order to have a larger bank of musicians able to work with us as needed.
- We don't have any particular skills gaps that needs filling but we'll be mindful during recruitment to encourage and support interest from musicians with backgrounds that are underrepresented both in our team and the wider music for health/community music field. In 2023, as part of our ACE funded portfolio we will look at patient data in a selection of our partner hospitals to see how well our musicians represent their participants in terms of race and culture. We'll continue to consult with networks (eg Culture Health and Wellbeing Alliance and local organisations on the diversification of our sector)
- Burn out is high in our sector and we remain committed to supporting our team with supervision, debrief, CPD and a transparent, supportive relationship.

Monitoring and Evaluation

We'll continue to monitor and evaluate our work by:

- asking our musicians to keep "session journals" containing feedback (both verbal and nonverbal) from participants, families and healthcare staff, their own observations about the impact of their music based interactions (again, including the non verbal responses of participants) and short, anonymised case studies which help demonstrate how we achieve our outcomes of reducing stress and anxiety, increasing social connection and increasing self expression.
- carrying out regular healthcare staff surveys
- Using feedback postcards for participants and family members to fill in after our visits
- Meeting with key contacts to reflect on the programme's impact.

The musicians submit this information to the organisation at regular 10 week intervals so that we can reflect on our progress, adapt programmes and support our team as needed. The data contributes towards the internal reports that we write regularly for our funders.

We've started considering what new approaches to evaluation could best serve our organisation and help us to move forward in our aim of embedding live music making as part of care in healthcare settings. What do we want to find out? What do we need to learn or demonstrate about the work we have established over the last 10 years? We aim to produce a good quality external evaluation that will help advance our organisation and the sector we work in.

Advocacy

We have committed to continuing our role as South East Arts Champion with the Culture Health and Wellbeing Alliance for 23/24. Beyond this, we'll review capacity to continue to deliver this

role. We'll seek out regular opportunities for advocacy and networking at conferences and Arts for Health sector events, locally and nationally.

Our Values

We believe in the innate musicality of all people. Our trained hospital musicians empower patients, families and carers to tap into (and express) their own musicality

We are playful. We bring moments of joy and levity to hospital wards, transforming clinical spaces to cultural places

We drive connections: Our music making creates connections between musicians, patients, healthcare staff and families

We see the person. In all their diversity, we celebrate the person, not the patient, shining a light on their strengths, life stories, creativity and right to musical expression.

We are team-players: We work alongside healthcare professionals to bring music making to where it is most needed and can have the greatest impact.

We cherish our musicians. We empower them to make a difference to people's lives, ensuring they personally and professionally benefit from their practice.

We place participant voice at the heart of what we do. We use active listening and observation to make sure people have the musical experience they want or need. And we learn from this and constantly feed it into the design and development of our work.

Assumptions

Hospitals will invest a small amount of charitable funds so that we can lever in funding from regional/national funders wanting to support arts for health programmes.

Musicians value being part of the Wishing Well team because of the personal and professional benefits

There is a huge rise in the number of young people with mental health needs being admitted to hospital and needing support in the community

We can retain and build relationships with key NHS Trusts and services despite the challenging context

We have the right balance of activities between local delivery, training and sector support and national advocacy

The NHS and our external environment are in constant state of flux, so WWMFH can be appropriately adaptive in our approach, responding to need and opportunities as they arise

Risks

The NHS is in a critical condition - funding cuts and other pressures may hamper our ability to work in partnership with hospitals and develop new services.

There is clear risk of the NHS being privatised and we don't know how this may affect our work.

The cost of living crisis means we need to increase fees for freelance artists which will drive up the overall cost of our work..

External challenges (climate crisis, global displacement of people, increase in poverty) may lead to a decrease in funding for participatory arts.

We are heavily reliant on our CEO, which presents risks in case of ill-health and limits expansion opportunities

We are reliant on short-term grants from Trusts and Foundations with no long term or diverse income streams.

Another Public Health crisis may cause significant disruption to our work

Musician/employees' social media usage may cause harm to Wishing Well's reputation and or breach our confidentiality policy.