



Sharing joy through live music

Composing the future;
2023-2026



Foreword



We are excited to share our three-year strategy as part of our 75th anniversary year. We have come a long way in the last 75 years.

As a legacy of the Entertainments National Services Association, who shared live music with wounded service people in military hospitals; to sharing live music with people of all ages living with mental and physical health problems within health and care and the community. There have been thousands of moments of joy, laughter, singing, fingers tapping and all kinds of participation and expression in that time.

Our strategy outlines how we will all compose together to move closer to our vision: everyone can access and experience the joy of live music. We believe music is universal; it breaks down barriers. Over the next three years together we will share live music to make sure people in hospitals and care enjoy a better quality of life and improved health outcomes.

We developed our new vision, mission and purpose by talking to the communities who create and experience our live music, which helped us to compose our long-term strategy together with our staff and trustees.

Our strategy takes us on a journey to recover from the effect of the last few years – both financially and in our ability to share live music in the places we could not access during the pandemic. It will also see us develop our evidence-based approach to demonstrating the impact of our live music for our priority groups: people with living with dementia, mental health problems or with a serious illness, as well as supporting wellbeing in the community. Through this, we will continue to build our clear and credible voice in the music and health sector to share our expertise in live music.

Importantly, our people and culture are vital to the success of this strategy; alongside investing in our systems and infrastructure and supported by our income generation.

For 75 years we have shared meaningful live music experiences with people who could not otherwise experience them and we will keep going until everyone can – irrespective of their health or wellbeing. I hope you enjoy reading about our plans for the future of our live music.



Barbara Osborne
Chief Executive



Maureen Hall
Chair

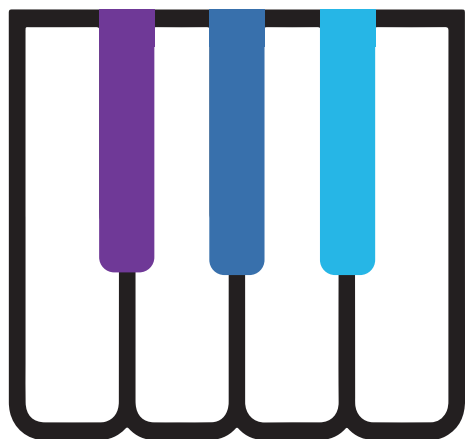
Our composition

After 75 years we are looking forward to new opportunities to create and compose our piece of music for the next three years. But we cannot do it alone. Throughout the course of this document you will see how each element comes together and the role we all play in this musical composition.



Composing our strategy

Our three-year strategy will help us achieve our long-term ambition – to make sure people in hospitals and care enjoy a better quality of life and improved health outcomes. Our melody throughout the strategy is in three parts:



Impact

Understanding and demonstrating the impact of our live music – proving the difference we make.

Voice

Elevating our profile by being a visible voice.

Recovery

Financial stability and sustainable music delivery.

These are underpinned by our structure: **people and culture**, **systems and infrastructure** and **income generation**.

Developing our strategy

Our strategy was formed reviewing our four long-term strategic aspirations shared by our staff and trustees. These were an aim to be:

♪ A leading provider of live music in health and care. This speaks to our recovery throughout our strategy and also in having a visible voice in the music and health sector.

♪ The music charity of choice that is recognised as an expert in music and health. Our value in sharing high quality live music experiences showcases our expertise. Through increasing our profile in the sector and with potential donors and funders through the lens of demonstrating our impact, we aim to achieve this within the strategy.

♪ Diverse and inclusive organisation that reflects the communities we work in. Equality, diversity and inclusion flows through the strategy and is an important part of the foundations to ensure everyone can access the healing power of live music.

Our final aspiration was to ensure people in health and care enjoy a better quality of life and improved health outcomes. This became the guiding force behind our strategy and is the longer-term ambition in our theory of change that was developed in 2020-21.

By mapping backwards, we have identified the pre-conditions and actions required so we can be clear about the steps we need to take to work towards achieving this. This has shaped our strategic ambition.

Our pulse



Vision, mission and purpose

Our new vision, mission and purpose were developed with the support of donors, volunteers, musicians, health and care professionals, staff and trustees. They represent who we are as a community and where we all want to go.



Vision

Everyone can access and experience the joy of live music.

Mission

We take care to create connections and shared, meaningful live music experiences for people in hospitals and care.



Purpose

Live music makes people feel more alive. It makes us human.

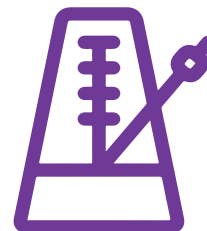
Our vision demonstrates a future state that we are aiming towards and our strategy helps get us closer to it. Our mission continues to showcase what we do and the invaluable experiences our staff, musicians and health and care professionals create when they come together through live music.

Finally, our purpose anchors us and reminds us why we are here. It is the pulse at the heart of the organisation to keep us going. In creating our purpose, we reflected on common themes that came up when talking to people who experience and create our live music.

We found there were two: live music and the reaction or emotion it creates. Reactions and emotions were – happy, joyful and positive. They also reflected that live music has the ability to make us cry, bring back memories and reflections that are not always positive. Overwhelmingly it makes us feel and the ability to feel humanises us and others around us. As our musicians do every day when they share live music. From this our purpose statement was created.

Our rhythm

Theory of change



In 2020-21, with support and input across the organisation, we developed our theory of change. As you will see throughout the strategy, this framework will continue to evolve, and still remains important to helping us articulate more clearly the difference that we are seeking to make.

The theory of change shows the ultimate impact we aim to create which shaped our strategic ambition.



Our melody

Impact



Understanding and demonstrating the impact of our live music

Our approach

An evidence-based approach to demonstrating the impact our live music has across our priority groups: people living with dementia, mental health problems, serious illness and live music for wellbeing.

Why are we focusing on it?

- ♪ Through a consultation process we established priority areas for sharing live music where we know our musicians have the greatest impact for the person experiencing the live music. These are people living with dementia, mental health problems, serious illness and live music for wellbeing. We aim to further develop the evidence base around the impact of live music on these people throughout the course of our strategy.
- ♪ We know live music improves people's quality of life through 75 years of experience and stories, but we need to go further to achieve our longer-term ambitions. Therefore, we see impact as an integral part of how we prove and improve our practice.

What we will do

- ♪ Most importantly we will continue to share our live music with people who cannot otherwise experience it. We aim to tackle health inequalities and barriers to access.
- ♪ Create unique moments and life affirming impact through our personalised live music experiences and specialist live music programmes.
- ♪ Demonstrate better quality of life through cultural engagement.
- ♪ Implement a UK wide return to Critical Care through ICU Hear® and Lullaby Hour programmes.
- ♪ Maintain and deepen engagement with our network of professional freelance musicians so that we can continue to share high quality live music throughout the UK.

Voice



Elevating our profile by being a visible voice

Our approach

We know the important role live music can play in improving someone's health and wellbeing, but more people need to know about it as well. Over the course of the strategy we will be sharing our impact and vision to inspire funders, supporters, musicians and sector professionals to join us.

Why are we focusing on it?

- ♪ As part of developing our new approach to communications, we spoke to staff, trustees, musicians, supporters and health and care professionals. They told us they believe in our vision and mission and therefore we will continue to be an organisation our community believes in by sharing our message far and wide.
- ♪ We need to focus on elevating our profile to ensure more people know about the impact of live music and to ensure we can, one day, realise our vision so everyone can access and experience the joy of live music.
- ♪ We believe the pursuit of greater equality and diversity across everything we do offers a creative opportunity to make our work relevant to everyone who needs it. We recognise the power music has to transcend barriers and bring communities together.

What we will do

- ♪ Embed our organisational values that enable us to achieve our strategic ambition.
- ♪ Demonstrate our impact and share stories to engage funders, sector organisations and health and care partners so that they choose to continue to work with us.
- ♪ Raise awareness and celebrate the voices that make up our diverse community over the last 75 years and continue to inspire our long-term supporters and reach the next generation of supporters.
- ♪ Launch and deliver our digital fundraising strategy to increase our online presence and make sure more people know about Music in Hospitals & Care.
- ♪ Create engaging and accessible content and stories that demonstrate the variety in our programmes of live music.

Recovery



Financial stability and sustainable music delivery

Our approach

Diversifying our income through a mix of fundraising activities, our investment portfolio and public and private funding sources working with health and care partners. This will help us recover and build future financial stability throughout the course of our strategy.

Why are we focusing on it?

♪ The pandemic had a significant effect on our income streams. We were unable to share live music and therefore our existing largest income streams – contributions from health and care and grants from trusts and foundations – almost stopped overnight. We are on a journey of recovery, but we need to diversify to ensure future sustainability.

♪ Our strategy requires investment to ensure we can reach our long-term ambition and move closer to our vision. We need to recover and build sustainable income to ensure we deliver on our aspirations.

What we will do

♪ Work with health and care partners to secure more service level agreements and seek out different sources of funding through demonstrating the value of our live music and building long term partnerships with decision makers.

♪ Continue to develop and effectively communicate our approach to reserves enables our strategy to succeed and is focused on future requirements.

♪ Improve our financial stability by regularly forecasting and continuously reviewing our revenue model.

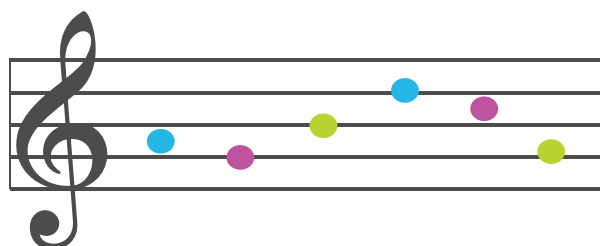
♪ Develop a responsible investment policy which defines our environment, social and governance criteria and aligns with our strategic reserves management.

♪ Continue to adopt a relationship first approach to fundraising to engage new and existing supporters and funders to recover our income and build future sustainability.

♪ Explore and develop new income streams, such as individual giving and corporate fundraising, to diversify our fundraising to ensure more sustainability without an overreliance on one area of fundraising.

Our structure

Our foundations are critical to the successful delivery of the strategy. Without our people and the right systems and infrastructure, we will not achieve our long-term ambition.



People and culture - We will continue to put people first and build an empowering culture. Through clear and open communications, we aim for staff and our professional musicians to have trust and confidence in us. We will advance their development and create an environment to flourish.



Systems and infrastructure - Integral to our success is the progress of our digital transformation project. This investment, supported by our reserves, ensures our systems and infrastructure are efficient and effective in supporting staff to deliver our ambition.



Income generation - Monitor, adapt and innovate to generate income through existing and new methods to income generation so we can recover and increase our resilience.

Our texture



How we will measure the change

We have a long way to go to reach our long-term ambition – for people in health and care to enjoy a better quality of life and improved health outcomes. But we will be keeping time in the following ways:

Evaluation and feedback framework - Enabling us to better demonstrate the specific outcomes relevant to each programme of live music and the impact on the people experiencing it.

Awareness of live music in health and care - We will monitor both the brand awareness of Music in Hospitals & Care with our key audiences and also start to understand public attitudes and understanding of live music in health and care.

Our financial performance - We will track our financial performance through monitoring and measuring our diverse income streams against our strategic goals and delivery.

Individuals' experience - The foundation to our success is ensuring our staff, musicians and the people we share live music with feel supported and have a positive experience with Music in Hospitals & Care.

Our harmony

How you can help



We cannot compose our strategy without all the essential people who create the harmony. Our musicians, health and care professionals, staff, trustees, supporters and volunteers. Why don't you join them too? Share the healing the power of live music during our 75th anniversary year and beyond.



Donate:

Make a donation today and share the gift of live music.

mihc.org.uk/donate



Sign up to our newsletter:

Stay up to date on our progress throughout the strategy and find out more about the benefits of live music.

mihc.org.uk/#Newsletter



Spread the word:

Share our strategy on social media or with friends, family or colleagues.

mihc.org.uk/vision-strategy



Give regularly:

Help more people experience the joy of live music by signing up to become a Friend from as little as £5 a month.

mihc.org.uk/friends



Fund us:

Generous funding from charitable trusts and foundations makes our live music possible.

mihc.org.uk/become-a-funder



Leave a legacy:

Make a gift in your Will to help ensure we can continue sharing the healing power of live music for the next 75 years and beyond.

mihc.org.uk/leave-a-legacy

Music in Hospitals & Care is a charity that improves the health and wellbeing of children and adults through the healing power of live music.

Every year, our professional musicians share live music with people from across the UK, who may not otherwise get to experience it. This includes those who are living with dementia, have mental health problems, or are seriously ill.

Our specially-created live music experiences unlock all kinds of emotions – from joy to loss, pleasure to nostalgia. They improve people’s mental, physical and emotional health. And they help people feel more connected to each other.

Only with your support will we help more people benefit from the healing power of live music.



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Music in Hospitals & Care is a registered charity in England & Wales 1051659 and in Scotland SC038864
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