



# **HOSPICE QUINTE**

2021-2024 Strategic Plan



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# MESSAGE FROM HOSPICE QUINTE



Strategic planning provides an opportunity for an organization to reflect on the past, celebrate successes, and look ahead to the future. In 2019, after a period of organizational growth and change that included plans for a new hospice palliative care centre, Hospice Quinte's Board of Directors began the process of developing a new strategic plan.

Hospice Quinte's Board consists of a passionate, caring set of volunteers from across the Quinte Region, with a diverse set of talents and abilities. It is our responsibility to ensure good governance and the stewardship of the organization, now more than ever as we embark on a journey of providing care through the new Hospice Quinte Care Centre.

From the outset, our Board believed it was essential to gather input directly from our stakeholders. It was essential that our new strategic plan respond to the changing nature of the health care landscape and reflect the needs of our service recipients and communities.





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To ensure that we had a comprehensive understanding of stakeholders' views, we engaged service recipients, clients' family members, staff, volunteers, partners, donors, and community members from across the region. We asked the tough questions and listened deeply. Our goal was to develop a three-year strategic plan based on meaningful engagement, setting the foundation for a visionary and sustainable future.

As part of the process, we undertook an analysis of the environment in which we operate—nationally, provincially, and regionally. We assessed Hospice Quinte's current capacities, our opportunities, and our aspirations for growth. From this, we came together to map out five new strategic directions for the next three years.

We are deeply proud of our organization's successes and look forward to a future full of potential—one that will ensure Hospice Quinte continues to provide compassionate care coupled with professionalized services. By doing so, our organization will continue to grow its reputation as a vital part of the healthcare landscape within our community.

Sincerely,

A handwritten signature in blue ink that reads "Bill MacKay".

Bill MacKay, Board President

A handwritten signature in blue ink that reads "Jennifer May-Anderson".

Jennifer May-Anderson, Executive Director

# OUR CORNERSTONES



## MISSION

*A mission statement expresses the reason an organization exists. It describes its purpose, and how the organization serves its clients, stakeholders, and communities.*

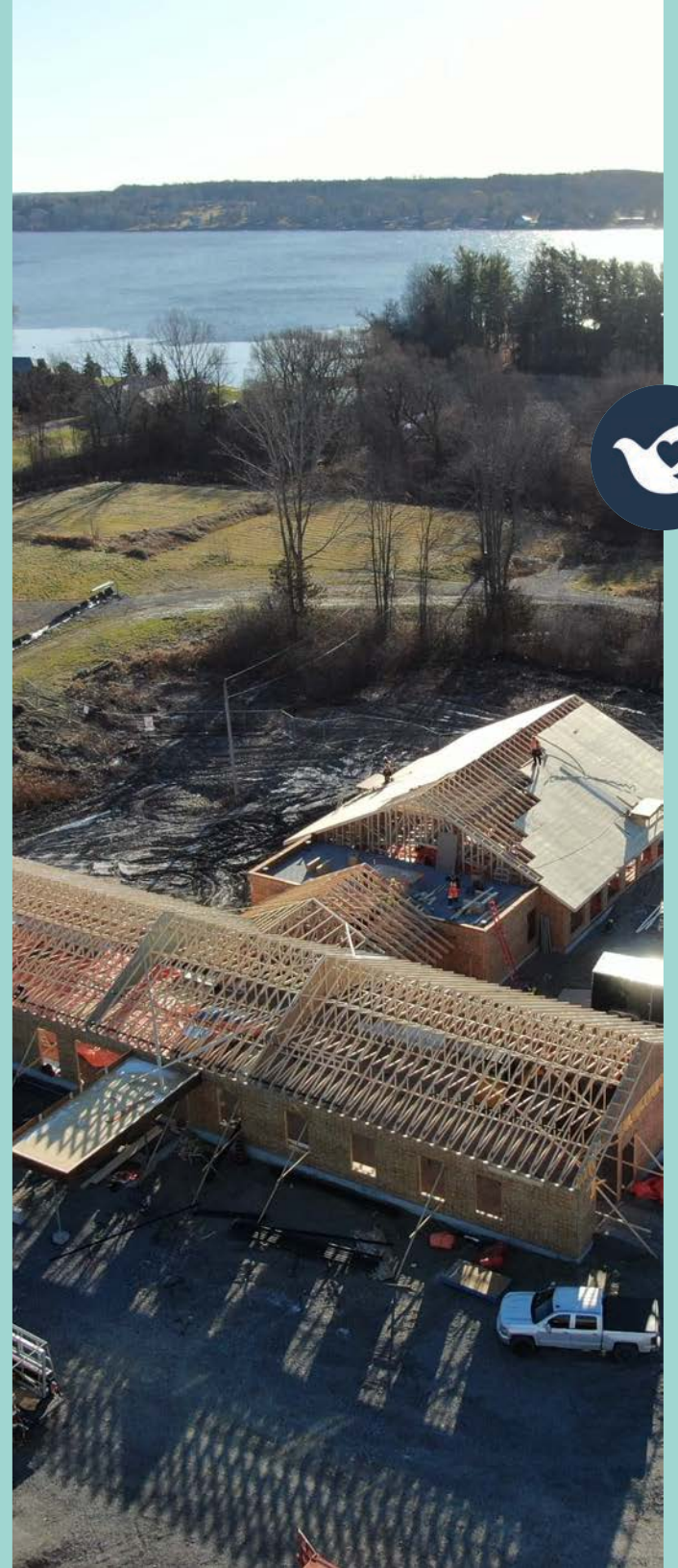
**Hospice Quinte provides individuals, their families, and caregivers with compassionate end of life care, by attending to their physical, psychosocial, and practical needs, and offering empathetic care to those who are grieving.**



# VISION

*An organization's vision statement is aspirational. It describes the desired future that those connected to an organization collectively believe in.*

**Everyone in the Quinte Region, and their loved ones, should be provided with compassionate care, in the setting of their choice, and have their end of life journey treated with empathy and respect.**



# CORE VALUES



*Our core values reflect what is most important to us as an organization. They are the shared beliefs, attitudes, and principles that guide how we conduct business, how we treat our clients and partners, and how we work with each other.*

**We believe in:**

## COMPASSION

Compassion underscores all our actions and decision-making, with a commitment to quality end of life care being fundamental to our work and our relationships.

## ACCOUNTABILITY

Integrity forms the basis of personal and professional practice and we build trust with honesty and openness with our stakeholders.

## COLLABORATION

Respectful, honest communication, with appreciation for diversity enables us to accomplish together what could not be achieved alone.

## EXCELLENCE

Through the active pursuit of skills, knowledge, growth, and innovation, we achieve our highest personal and professional potential in our unwavering quest for quality end of life care.

## EQUITY

To create, nurture, and sustain an inclusive culture where we meet the different needs of our clients, volunteers, and staff.

# PLANNING OVERVIEW

As providers of compassionate, quality palliative care across Quinte Region since 1985, Hospice Quinte has grown in size and complexity and is now embarking on a journey to design and build a new hospice palliative care centre.

From November 2019 to December 2020, Hospice Quinte engaged Laridae, a leading management consulting firm, to guide the Board of Directors through a strategic planning process, fostering to the development of a three-year strategic plan.

The strategic planning approach, based on best practices for non-profit organizations, supported the Board of Directors as they championed the planning and provided oversight into the development of the final strategy.








# PLANNING PROCESS

The planning process involved a thoughtful and thorough approach to stakeholder engagement. Before making any decisions, the Board of Directors created a plan to ensure Hospice Quinte's community of stakeholders would be heard. In doing so, Hospice Quinte established a strategic plan with a solid base, informed by experience, evidence, and the broadest-held perceptions of the individuals who interact with Hospice Quinte on a regular basis – as volunteers, caretakers, partner and community organizations, healthcare providers, families of clients served, donors and funders, and as members of the communities Hospice Quinte serves.

Engagement strategies to solicit input included focus groups, key informant interviews, and an online survey. Throughout the engagement phase, from February to October 2020, feedback was gathered from 150 stakeholders, including:

- 137 respondents to the online survey
- 10 focus group participants
- Three (3) key person interviewees




An additional online survey was launched in October 2020, capturing input from the Executive Director and the Board of Directors regarding the impact of COVID-19 on the organization's service provision and internal and external functions.

The online surveys, focus groups, and key person interviews had two main purposes:

- To engage internal and external stakeholders by gathering input, ideas, and suggestions; and by including them in the strategic planning process directly and in a meaningful way.
- To educate stakeholders about the work of Hospice Quinte and generally promote the work of the organization, as a positive legacy of the planning process.

The feedback shared by stakeholders demonstrated their commitment to seeing Hospice Quinte grow and improve, and their dedication to and appreciation for the services and programs provided.





The themes identified in the engagement process were core elements that helped guide the Board of Directors' thinking leading up to and during the strategic planning retreat on December 2 and 3, 2020. From the perspective of Hospice Quinte's most valued stakeholders, several themes emerged as areas where the organization excels or where they could grow and improve with a newly developed strategic plan. They were:

- Partnerships
- Fundraising & Financial Sustainability
- Storytelling & Communications
- High-Quality Service
- Focus on Diversity, Equity & Inclusion
- Increased Service & Programmatic Growth
- Board Development & Succession Planning

Hospice Quinte identified and considered the strategic issues, data, financial picture, and overall external environmental landscape through a series of facilitated discussions. They mapped the key issues, opportunities, and challenges. The retreat culminated in unanimous agreement on five strategic discussions.

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*We are fortunate the sunlight from Hospice Quinte shines over all who reach out.*

*- Community Member*

*The staff, volunteers and board of Hospice Quinte are clearly committed to being the heart and soul of community; caring, sharing, and interacting with one another and our clients with dignity, respect, and joy.*

*- Hospice Quinte Volunteer*

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# OUR STRATEGIC DIRECTIONS



Hospice Quinte is focused on remaining a caring, compassionate, quality-focused organization as we continue to grow over the next several years. At the core of these strategic directions is our commitment to those who are terminally ill; their families; and the region we serve, including Quinte West, Belleville, Deseronto, Tyendinaga Township, and the Tyendinaga Mohawk Territory.

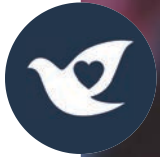
Hospice Quinte is committing to a three-year strategic plan. As such, the directions are broad and oriented to the future. This allows the organization to respond and adapt as circumstances change over the years. The directions offer a framework for the development of internal, annual operational plans with measurable goals and objectives. These operational plans, developed by the organization on an annual basis, will action the strategic directions.

Our mission, vision, and values are the foundation for each strategic direction.

Following are our five identified directions:

- Cultivating a Financially Sustainable Organization
- Building Enduring Relationships
- Investing in Our People
- Strengthening Leadership and Governance
- Delivering Quality Service





# CULTIVATING A FINANCIALLY SUSTAINABLE ORGANIZATION

To ensure that we are able to achieve our mission, our organization must remain sustainable as we look to the future. Building on a track record of over 35 years of success, Hospice Quinte is committed to meeting the needs of our community, while broadening and deepening our reach through a new hospice palliative care centre. As such, we will leverage our fundraising momentum from the capital project, strengthening financial partnerships, and diversifying our funding base. Steady, stable growth will help us to be sustainable and resilient, while enabling us to continue as a regional leader in the health and social wellness sector.

## ● **OUR COMMITMENTS:** Over the next three years, we commit to Cultivating a Financially Sustainable Organization through:

- **Diversified Funding:** Building a diversified funding base for our community-based programs and operational funding needs, including a mix of fundraising, core funding sources, and planned giving.
- **Strategic Financial Partnerships:** Developing, implementing, and reporting on annual fundraising plans, to create and leverage existing and new long-term, sustainable, philanthropic relationships.
- **Donor Relationships:** Maintaining and expanding upon the momentum from the capital campaign by continuing to cultivate relationships with individuals who share Hospice Quinte's vision, and converting one-time capital gifts into long term, dedicated donors.
- **Sustained, Intentional Growth:** Ensuring the steady yet prudent growth of the organization, resulting in a strong financial foundation with a healthy reserve fund.

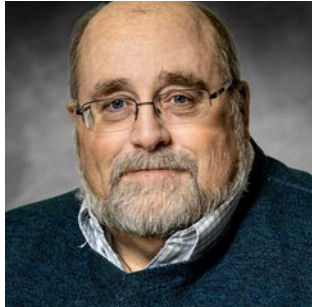
# BUILDING ENDURING RELATIONSHIPS

At Hospice Quinte, we believe that strong, mutually beneficial relationships with all our stakeholders is essential to the work we do in providing all-encompassing supports for the terminally ill and their families. When we work closely with others, we can achieve so much more. To support our partnerships, we will strive to develop clear, compelling communications that connect emotionally and move our stakeholders and community to support us. As leaders, we understand the importance of authentic storytelling in building enduring relationships. We commit to nurturing these relationships in an intentional, measured, and consistent way. Through collaboration with others in our sector, we will ensure the provision of high-quality hospice care for our community.

## ● **OUR COMMITMENTS:** Over the next three years, we commit to Building Enduring Relationships through:

- **Storytelling:** Telling our story in a compelling and impactful way, to increase our presence in the communities we serve, raise money and support, and to encourage an emotional connection with our volunteers, programs, and services.
- **Diversity, Equity, and Inclusion:** Ensuring that our branding, marketing, and partnership development exemplifies the diverse demographic of the region we serve.
- **Mutually Beneficial Partnerships:** Identifying, building, and regularly evaluating collaborative partnerships that will assist Hospice Quinte with increasing referrals and improving the client experience. This may include partnerships with other Hospices, the VON, Quinte Health Care, Indigenous communities, and educational institutions.
- **Branding:** Strengthening and leveraging our brand in an authentic, proactive manner, ensuring clarity in how we describe ourselves and the positive impact we have on families and the broader community.





# INVESTING IN OUR PEOPLE

A healthy, positive, compassionate workplace culture is an essential part of a thriving organization. At Hospice Quinte, we recognize the value and impact of investing in our people – ensuring they are empowered, supported, and consistently appreciated. Our engaged staff and volunteers are ‘brand champions’ who exemplify Hospice Quinte’s focus on care and compassion. We commit to building on our reputation as a great place to work and volunteer, and we will continue to seek opportunities to grow and improve. In a competitive labour market, we strive to be an employer of choice.

## OUR COMMITMENTS: Over the next three years, we commit to Investing in Our People through:

- **Culture:** Maintaining and encouraging a vibrant, compassionate environment by regularly engaging with staff and volunteers, and deploying workplace wellness surveys to measure results and find opportunities for enhancing workplace culture.
- **Values:** Continuing to build on a values-based environment, by hiring and onboarding new staff and volunteers that believe in our team’s longstanding focus on care and compassion.
- **Recruitment and Retention:** Strengthening our recruitment and retention processes, by investigating new staff compensation methods with an aim to increase competitiveness in the local labour market and ensuring volunteers’ needs are met.
- **Training, Orientation, and Onboarding:** Investing in staff and volunteers by ensuring that policies and procedures, orientation, and ongoing training and professional development – including on diversity, equity, and inclusion – are comprehensive and consistent across the organization.
- **Recognition:** Regularly recognizing and celebrating staff and volunteers for their contributions to the organization.



# STRENGTHENING LEADERSHIP & GOVERNANCE

At Hospice Quinte, we support members of our community who are at their most vulnerable. We recognize that it is of the utmost importance that we are accountable and that we ensure transparency in our quality of care. With recent challenges in the health and non-profit sectors, governance has increasingly moved into the public spotlight. We commit, as a Board, to upholding our oversight responsibilities, and to continuously monitoring the organization's performance, while engaging in regular learning and development opportunities. We will continue to enhance our governance expertise and implement a process for ongoing Board evaluation.

## ● **OUR COMMITMENTS:** Over the next three years, we commit to Strengthening Leadership and Governance through:

- **Governance:** Building on our Board's strengths and ensuring the strategic renewal of Board membership in a way that aligns our expertise with the changing needs of the organization. This includes a focus on reflecting the diversity of the region we serve.
- **Focus:** Strengthening performance management processes and systems, to ensure accountability, clarity, and support for staff and management to meet and exceed expectations.
- **Strategy:** Developing a framework to support and ensure dedicated time and space for strategy and planning, including inclusive, open, and courageous conversations.
- **Leadership by Example:** Starting at the Board level, driving focus and accountability in everything we do, to ensure care, concern, and accountability from the top to bottom of the organization.
- **Training:** Ensuring that the Board has the necessary ongoing training to support their governance role and fiduciary duties, including on governance best practices and diversity, equity, and inclusion.







# DELIVERING QUALITY SERVICE

At the heart of our organization is the delivery of compassionate, professional, and accessible programs and services for the terminally ill, their families, and the bereaved. We commit to continuing to provide consistent, high-quality care in all the communities we serve, including Quinte West, Belleville, Deseronto, Tyendinaga Township, and the Tyendinaga Mohawk Territory. We take pride in ensuring that the services we provide not only meet, but exceed, our clients' expectations. In all that we do, we aim to nurture a sense of significance, dignity, and value.

## ● **OUR COMMITMENTS:** Over the next three years, we commit to Delivering Quality Service through:

- **Best Practice:** Ensuring the consistent application and ongoing monitoring of clinical best practices through quality performance measures, professional development, and ongoing benchmarking.
- **Continuity of Care:** Starting with the first referral, ensuring loved ones and their families are provided with love, care, and continuous support.
- **Quality Service Provision:** Delivering on the organization's unique value proposition of providing a "homey", non-institutional environment alongside professional clinical care and community-based volunteer programming.
- **Accessibility:** Exploring and implementing, on an ongoing basis, new ways in which to be more accessible and flexible in meeting our clients' needs and in providing a safe and respectful environment.

# NEXT STEPS

Our new strategic directions provide Hospice Quinte with clear focus and a stable framework to champion change and progress. The Board has committed to the following next steps:

- 1) Communicating the strategic plan, both internally and externally;**
- 2) Developing annual organizational goals and objectives to align and further each strategic priority;**
- 3) Providing year-end progress updates for all stakeholders; and,**
- 4) Seeking regular feedback as the directions are implemented and the results are known.**



# CONCLUSION



The Board of Directors is proud of all that Hospice Quinte has accomplished to date. Through our strategic plan, we will ensure those we serve remain our priority. Our new strategic directions will allow us to remain focused as new challenges arise and our landscape shifts over the next three years. We are committed to operating in a sustainable manner and maintaining accountability through all our initiatives.

We thank all those who added their voices by contributing thoughts and feedback. Please know that we have listened carefully.

The Board of Directors looks forward to reporting back on our progress over time, and to a strong track record of performance over the next three years. We invite you to join us on this new, exciting stage of Hospice Quinte's journey.



