



Carpenter Hospice

**STRATEGIC PLAN
2013-2018**



Carpenter Hospice

A Rich History

Located in the heart of Burlington, the Carpenter Hospice opened its doors in May 2002 with the generous support of many community organizations, businesses and individuals that believed in the importance end-of-life care and services. Substantive financial donations were provided from the four Rotary Clubs of Burlington and Len Carpenter, an individual who lived quietly and without recognition in Burlington for close to 50 years. St. Stephen United Church generously leased the property for "one dollar and a rose" each year for 100 years. Other generous donations from the community included furnishings, equipment, building materials, professional skills and expertise.



Carpenter Hospice has been a dedicated team of caring volunteers and staff, providing individuals who are dying and their families with high quality palliative care in a home-like setting, meeting their physical, emotional and spiritual needs and making the last days of their lives together peaceful, comfortable and meaningful. The residential care area has 10 beds, all in private rooms with nursing and personal support staff available 24 hours a day, 7 days a week.

Carpenter Hospice has achieved much success since 2002:

- More than 1,600 residents ranging in age from 21 to 103 years have been served.
- Close to 300 staff and volunteers work together to provide Hospice services and programs
- Ongoing public funding has been secured to enable 24/7 nursing and personal support for individuals living their final days at Carpenter Hospice
- We have received substantial charitable donations from local businesses and individual donors. We have successfully hosted third party events that were created, managed and run by businesses, individuals, groups and service clubs to benefit Carpenter Hospice. Our internal special events include:
 - Close To Our Hearts Gala
 - Margie Livingstone/Spyrou Charity Golf Tournament
 - Hike for Carpenter Hospice
- We have contributed to research that will help develop sustainable, person focused palliative care programs in long term care homes.

A Time of Evolution

The population needing hospice palliative care has broadened over time to include individuals with advanced chronic illnesses with a poor prognosis who are on the trajectory to end-of-life or at the end of life; family caregivers; and grieving loved ones. This expanded patient population requires hospice palliative care providers to change accordingly – moving beyond a location of care to being part of a system of care capable of contributing to the integration of palliative care with curative care much earlier in the disease trajectory.

Hospice palliative care has evolved from being end-of-life care to an enhanced quality of life for individuals on the continuum to end-of-life. Just as importantly, hospice palliative care is about providing supportive assistance for the patient's loved ones as they assume caregiver roles and then proceed to the grieving process. The importance of consistently focusing on the patient/resident and his or her loved ones has not changed; we join other hospice palliative care providers across Ontario in adopting the Canadian Hospice Palliative Care Association's Model to Guide Hospice Care (2009) which unites us in delivering a common philosophy of care, values and principles.

The next five years is expected to be a period of evolution for hospice palliative care and provides Carpenter Hospice with a timely opportunity to revisit and strengthen the foundations upon which it has built its success to date. It is a chance for Carpenter Hospice to reinforce its commitment to the patients/ families and their loved ones while it capitalizes on its strengths and uniqueness, enhances its performance and explores new ways to meet the emerging needs of hospice palliative care patients and their families.

Our Vision

*We are here when you need us
Compassionate care ... respectfully delivered ... to create a personal end-of-life journey*

Our Mission

We are a community based organization providing individualized hospice palliative care across the end-of-life continuum. We deliver community and residential based services to enhance the quality of life for individuals who are terminally ill and their loved ones.

The Future

We have established six strategic directions that set forth a desired course of action for the Carpenter Hospice in the next five years.

- **Organizational Excellence** – We believe that an organization that is well respected in the hospice palliative care network and in the community is successful. Our team of staff and volunteers is our greatest resource and we will continue to recruit and secure qualified and compassionate individuals and make sure they have the right tools, knowledge, skills and environment.
- **Community Engagement** – Carpenter Hospice is an important place in the community and values its ongoing relationship with the community residents and businesses. We will continue to strengthen these important relationships by raising more awareness about hospice palliative care and keeping the community apprised of our plans and events.
- **Infrastructure Investment** - Carpenter Hospice is committed to ensuring adequate, appropriate and aesthetically pleasing space to accommodate the current and future demand for hospice palliative care services.
- **Service & Program Expansion** – We recognize the shift in the hospice palliative care populations and the need to engage individuals and families earlier in their disease trajectory. We acknowledge the need to go beyond residential hospice programs and services to include more community-based and bereavement services while continuing to enhance the existing range of services and programs for residential patients & their families.
- **System Collaboration** - Carpenter Hospice is a valuable contributor to the Hamilton Norfolk Haldimand Brant Hospice Palliative Care Network. We bring a residential/ community hospice and Burlington perspective to the discussions and assist in influencing and achieving the Network's vision.
- **Sustainable Future** - Under the leadership of the Board of Directors, Carpenter Hospice will continue to be a successful not-for-profit organization committed to being efficient and accountable within a changing health care system.