



Strategic Plan

2018-2023

Making Moments Matter

February 2018

Introduction

This Strategic Plan sets out our vision, mission, philosophy of care, values, guiding principles, strategic priorities and goals that will guide the future direction of Carpenter Hospice as we continue to be a growing and important community palliative care resource for the residents of Burlington. It has been created through extensive background research into palliative care trends and issues and consultations with some 160 of our stakeholders, including family caregivers, physicians, donors, representatives from the HNHB LHIN Regional Palliative Care Network, staff, volunteers, board members and the MPP for Burlington.

The Growing Importance of Palliative Care

This is a pivotal time in the global, provincial and regional palliative care sector. Palliative care, and the role of hospices in particular, is becoming an increasingly important and growing part of the health system. The need for palliative care programs and services are increasing due to the aging and rapidly growing population in Burlington. The Ontario Ministry of Health and Long-Term Care has committed new funding to develop a more collaborative, stakeholder-driven system that wraps the delivery of palliative care around individuals with life-limiting illnesses and responds in a coordinated way to their personal goals and needs. The Hamilton Niagara Haldimand Brant Local Health Integration Network (LHIN) has identified improving palliative care as a priority for the Region, including a shift away from the existing predominantly hospital-based delivery system to residential hospice and in-home care.

Our Place in the Community

As a vital part of the Burlington community since 2002, Carpenter Hospice has supported more than 2,300 individuals, together with their families, in their end of life journeys. Over the years, we have established an excellent reputation in the community through our high quality services, strong leadership and our compassionate, competent and caring staff and volunteers. We have developed collaborative relationships with health system planners and service providers, community donors and fundraisers to improve and make more accessible the services we provide to our residents and their families. Our new resident care wing and renovations to our existing facility, that are underway and will be completed in 2018, will provide enhanced, state-of-the-art rooms for our residents to spend their final days with their families in an environment that is comfortable, peaceful and compassionate. The renovations will also provide additional space and facilities for our growing community outreach and bereavement programs for people managing grief and life-limiting illnesses at home.

Our Future Role

Carpenter Hospice will be at the forefront in addressing the challenges and opportunities associated with improving the delivery of palliative care to meet the growing needs of Burlington residents. These considerations have given rise to our new vision, mission and strategic directions. Our vision reflects our

aspirations for the future state of palliative care for residents in the City of Burlington over the next five to ten years. Our mission describes our role in achieving this vision in concert with other community and health system stakeholders. All of our initiatives and activities will be consistent with our philosophy of care, core values and guiding principles. Our strategic directions set out our priorities and goals for fulfilling our vision and mission. As in the past, our future success will depend greatly on the continued financial support and commitment from residents and businesses in our community.

Vision

To be an integral part of a caring and collaborative community that provides compassionate care for everyone on their palliative journey when and where needed

Mission

Carpenter Hospice is a centre of excellence providing residential and community-based palliative care that, in collaboration with community partners, enables Burlington residents and their families to experience a personal, dignified and meaningful palliative journey.

Philosophy of Care

We continue to embrace the philosophy of care of the *Canadian Hospice Palliative Care Association's Model to Guide Hospice Care* as revised in 2013. We recognize that when a cure is not possible, providing care and comfort is a priority. We appreciate the value of attending to the complex physical, emotional, social and spiritual needs of the individual along with their family members whether in hospice or at home. We view each person as having unique hopes, fears, expectations and desires. We provide compassionate, supportive palliative care that is client-centered, holistic and culturally sensitive.

Core Values

We reaffirm our commitment to the following core values of the Canadian Hospice Palliative Care Association Model in the delivery of hospice palliative care:

1. Each person is a unique individual whose care is guided by quality of life as defined by the individual and her/his family.
2. Dying is part of living, and both living and dying provide opportunities for personal growth and self-actualization.
3. Caregivers enter into a therapeutic relationship with persons and families based on dignity and integrity.
4. A unified response to suffering strengthens communities.

Guiding Principles

The following principles adapted in brief from the Canadian Hospice Palliative Care Association Model continue to guide all aspects of our delivery of hospice palliative care:

1. The person and family members are engaged in care that is sensitive to their personal, cultural and religious values, beliefs, practices and preparedness to deal with the dying process.
2. Our activities are guided by the ethical principles of autonomy, beneficence, non-maleficence, justice, truth-telling, research protocols and confidentiality.
3. Our standards of practice are based on nationally accepted principles and norms of practice and standards of professional conduct for each discipline.
4. Our care is delivered by a knowledgeable and skilled team of health care providers together with family members, friends and other caregivers in a circle of care around the individual.
5. Our activities ensure confidentiality, privacy, safety and security without coercion, discrimination, harassment or prejudice, undue risk or burden.
6. Individuals and families have equal access to hospice palliative care services when they need it.
7. Our financial, human, information technology, physical and community resources are sufficient to support our activities and our strategic and business plans.
8. Our community's needs for hospice palliative care are assessed and addressed through a collaborative effort among the organizations and services in the community.
9. We interact with legislators, policy makers, funders, other hospices, health professionals and the public to increase awareness of hospice palliative care activities and required resources.
10. New evidence-based knowledge and ongoing education of persons, families, caregivers and staff improve the quality of hospice palliative care.

Strategic Directions and Goals

Our strategic directions and key goals for achieving our vision and mission over the next five years, in keeping with our philosophy of care, values and guiding principles, are set out below. These directions and goals will provide the framework for establishing our priorities, initiatives and operating plans for each year as we move toward achieving our ultimate goal and vision within available resources.

1. Provide an exemplary experience for our palliative care recipients and their families through our residential and outreach programs and services.

Our first and foremost priority, and central to our mission as a centre of excellence, is that our residents and their families continue to receive the best possible care and experience as they move through their palliative journey from the time of the initial diagnosis of a life-limiting illness through outreach or residential therapies and care, end-of-life care and family bereavement. Along this pathway, we will seek to meet the desires and needs of peoples' wishes for as long as possible by building or enhancing outreach programs and services that best suit their needs. While we expect the total number of people that we serve to grow each year, over time, an increasing proportion of our services will be provided on an outreach basis and the proportion of people who spend their last days at home versus at the Hospital will increase significantly. Recognizing the limitations in government funding for our palliative care nurses and personal support workers, enhancing the valuable role of our volunteers will become ever more important in meeting the needs of our residential and outreach service recipients.

Goals:

- Continue to provide high quality, compassionate and supportive care to meet the needs of the residents of Burlington in an uncompromising way
- Address the most urgent needs and gaps through our outreach programs in order to support and respect individuals and their families in their “choice” for setting of care and goals of care (such as respite, short-stay, wellness, day care, family caregiver support and education, family counselling and bereavement)
- Complete the upgrading and expansion of our facilities to provide a better experience in a homelike setting for our residents and support the growth of our outreach programs for our program participants
- Enhance and deepen the role and engagement of volunteers in meeting our resident, outreach and family needs

2. Be a leader in building and delivering an integrated and collaborative palliative care system in Burlington and the region.

The improved coordination of palliative care services to provide the right care, in the right place and at the right time for individuals in Burlington and the region on their palliative journey continues to be a high priority. Some of the challenges include providing better access to palliative care services in the community, making the health system easier to navigate, providing continuity of care as people move between care settings and providing culturally sensitive services to an increasingly diverse population. Against this backdrop, people have overwhelmingly indicated their preference for spending their palliative journey at home or in a hospice rather than in a hospital setting as is currently the situation for a large majority of cases. The ultimate goals of our collaboration and coordination efforts will be to enable the development of a comprehensive, but not duplicated, range of programs and services that support the shift to hospice or in-home care throughout Burlington and the region. Given our ongoing constraints in funding and staff resources, our efforts and commitments toward this end will need to be undertaken within our capacity to do so.

Goals:

- Become a focal point for helping individuals and service providers in navigating the palliative care system and in obtaining information and advice on the availability and suitability of palliative care programs, services and resources
- Be a recognized “expert” and leader in developing collaborative and coordinated initiatives and programs for the integration of palliative care programs and services
- Contribute to building palliative care programs and services that address the most important gaps and meet the greatest needs of individuals and their families while shifting delivery from hospital to community care
- Seek out opportunities for establishing pilot or ongoing new program or service initiatives with matching LHIN funds
- Advocate for and promote increased recognition and new government funding of palliative care in the health system with the LHIN and the Ministry of Health and Long-Term Care

3. Support continued advancements in palliative care through education, applied research and best practice development.

As a centre of excellence, an essential part of our mission will be improving the delivery of palliative care through research and educational initiatives that benefit current and future generations in Burlington and other communities. We will accomplish this through such means as providing or supporting educational programs for the public, caregivers, primary care physicians, palliative care nurses, personal support workers, private nursing service agencies and families; mentoring other emerging hospices; and undertaking research in such areas as the development of best practices and outcome measures. Recognizing the limitations in our funding, we will seek out partnerships and special funding to leverage our educational and research efforts. While making a difference, these efforts will not compromise our primary goal of providing exemplary care and support to our residents, outreach program participants and their families.

Goals:

- Each year, invest between 1% and 3% of our total donations received from individuals and businesses in the community into palliative care education and research projects with defined outcomes and benefits for people in Burlington and beyond
- Leverage our palliative care education and research efforts and resources through partnerships or collaborations with other service providers, educational institutions and experts, such as the LHIN, McMaster University and Hamilton Health Sciences

4. Ensure our long-term presence and sustainability in the community through a strong donor base and by playing a prominent role in healthy community initiatives.

Community funding has been the single, most important reason that we continue to exist. The community of Burlington was the driving force in establishing Carpenter Hospice and, since our inception, has enabled us to offer services at no cost to our residents or outreach program participants and their families. In the future, a significant portion of our operating funding and the majority of our capital funding will need to come from the community and will be essential to our survival and growth. Although we hope that new government funding will be provided in line with the increasing importance of palliative care, it is not guaranteed and we will always need the strong support of our community and our donors. Our continued leadership role is also important to fulfilling the promise of Burlington becoming a truly Compassionate City. Maintaining the strong community presence required to meet our future funding needs and support community-wide initiatives will require the concerted efforts, leadership and commitment from our board members, managers, staff and volunteers.

Goals:

- Develop new opportunities to successfully undertake the major fundraising initiatives that are required each year to sustain our programs and operations and to grow our outreach programs and services

- Continually build community awareness of our role and excellence in palliative care through our participation in community activities and our relationships with donors, community leaders, businesses and elected representatives at the local, provincial and federal levels
- Enhance the role and participation of board members, staff and volunteers in supporting community initiatives and advocating on behalf of the people we serve
- Continue to spearhead the City of Burlington Compassionate City Charter initiative and be a part of the social changes that will lead to Burlington becoming a compassionate city

5. Develop and maintain organizational excellence through strong governance, effective leadership, sound management practices and a collaborative learning and working environment for staff and volunteers.

We will only achieve our vision, mission and goals if our organization is functioning as effectively and efficiently as possible. The Board will need to provide active and strong governance through continual self-examination and identifying ways of becoming more effective in fulfilling its role. The Executive Director will need to be supported by an organizational structure with sufficient management and staff resources in order to fulfill both the important external role and the internal responsibilities of this position. We will need to continue developing highly qualified, dedicated and caring staff and to grow our volunteer network in order to provide the front-line services for residents, outreach participants and their families.

Goals:

- Continually improve our governance such as by periodically reviewing our board and committee structure, skills mix, functioning, policies and practices
- Develop and maintain an organizational structure and supporting infrastructure with the management and staff resources necessary for the fulfillment of our internal and external roles and responsibilities
- Enable the Executive Director to spend a significant amount of time on external priorities such as the integration of palliative care services for the community, promoting advancements in palliative care, fund development and the Compassionate City Charter
- Establish and maintain succession planning processes for board members, managers, staff and volunteers to ensure the continued supply of highly qualified, compassionate and motivated individuals that reflect the diversity of our community
- Identify and fulfill staff training and career development needs to benefit the individual and support the effective delivery of high quality services
- Develop outcome measures for evaluating and reporting on our performance to our stakeholders

Conclusion

In preparing this plan, our research and consultations with stakeholders has demonstrated that we cannot stand still and rest on our past achievements. The world of palliative care, and the role and importance of hospices in the coordination and delivery of care, is rapidly changing for the better. Our

challenge is to be at the leading edge of improvements that will enhance the lives of those on their palliative journey and their families. The future state will mean shifting from hospital to residential and community supported care, developing more integrated community services, collaborating and knowledge sharing with health system and community partners and advancing research and innovation in palliative care delivery, while maintaining the community support and government funding needed to underpin all of these efforts.

Our Strategic Plan for accomplishing our vision, mission and goals will be a “living plan” that is flexible and responsive to unplanned or unforeseen events or opportunities. It will be reviewed in the late fall of each year prior to the annual budgeting cycle to determine if any shifts in directions or goals are warranted and what strategic priorities or needs should be addressed in the coming year. It will be used as the basis for establishing our annual operating objectives, initiatives, plans and measures for evaluating our accomplishments over the next several years.

Our ultimate goal in this process is to make moments matter for people on their palliative journey by enabling them and their families to live well from the time of their initial diagnosis of a life limiting illness through the stages of palliative care and family bereavement. We are committed to delivering on this promise.

Reference Documents (available on request):

1. Carpenter Hospice Environmental Scan, September 2017.
2. Board of Director Strategic Planning Workshop Summary Notes, October 21, 2017 and November 11, 2017.