

The Board of Directors for the Hospice of Windsor and Essex County approves the Strategic Plan: 2016-2021

The development of the 2016—2021 Strategic Plan was influenced by a number of factors including:

- The development and approval in 2012 of Hospice Model of Care;
- The ongoing insertion of the Model into all Hospice operations, programs and services;
- The opening of the Erie Shores Hospice in Leamington;
- The growth of programs/services to support the Erie Shores operations in the community;
- The continuing impact of the need for sustainable funding in relationship with the Hospice for Life Foundation;

The strategic planning process utilized an extensive process aligning its focus internally. A staff task force was developed with the dual purpose of:

- providing oversight in data gathering; and
- providing exposure/training to front line staff to the strategic planning processes.

The task force provided the mechanism to obtain input from all front line staff. In addition, our community partners provided input regarding strategic priorities and the impact on our collaborative relationships obtained through individual interviews, analysis of data/statistics, and reviews of strategic plans developed by our partners.

COMMITMENTS

The Hospice will:

- **Own** the areas of expertise that we have developed with regards to our mission statement;
- Support **innovation and development** in regards to all areas of palliative care
- **Implement and monitor** the strategic plan, in recognition of the future changes that will impact The Hospice
- Continue to **implement** the life altering diagnoses and the life threatening stage inherent in the related illness journey; and
- **Address priorities** to ensure smooth transitions around anticipated changes regarding succession planning for both staff and volunteers

In developing the strategic plan it was determined that the six strategic directions from the 2010-2015 plan would remain unchanged;

Mission

Our mission is to support, educate and empower those who are affected by or are caring for a person with a life-altering diagnosis, in order to achieve their desired quality of life.

Vision

Our vision is to be an oasis of peace, comfort and trust supporting the whole person with respect, compassion and empathy.

Maintaining the strategic priorities from 2010-2015, The Hospice strategic plan will commit to:

Identifying The Hospice's Role throughout life's journey by:

- Focusing on four service streams of treatment based on our model of care
- Supporting existing expertise in end of life treatment of patients and their families
- Expanding our current working knowledge of those diagnosed with a chronic non malignant life altering illness
- Developing an understanding of its clients, caregivers (both personal and professional), community partners, volunteers, beliefs with respect to Medical Assistance in dying

Fostering regional integration by developing strategic alliances with community partners by:

- Promoting educational processes for our partners
- Participating in the Erie St. Clair LHIN's ongoing change processes as it relates to the reorganization of home care services, and ongoing discussions regarding the "regionalization" of areas related to Hospice Palliative Care and Centers of Excellence.

Providing excellent and safe services for patients and families by:

- Initiating the development of treatment care plans unique to each of the four "service streams"
- Initiating internal training/education programs required within each profession for each of the four "service streams"
- Assigning a *Personal Care Navigator Volunteer* (developed through the Compassionate Care Coalition) to identified patients in the Wellness Centre Programs in order to improve services to people with a chronic non-malignant life altering diagnoses
- Develop a palliative care training and education in *trauma informed counseling and mental health counseling*

Communicating Hospice's holistic culture internally and externally by:

- Developing programs focused on treating the whole person: physical, mental, emotional, spiritual and social
- Supporting community partners' strategic plans
- Promoting the establishment of the "whole person" treatment focus within the development of each of the four identified service streams

Responding to requests for expanded programs by:

- Creating new programs for the Erie Shores Hospice Residential Home focusing on the end-of-life phases for chronic disease diagnoses
- Creating new programs for community outreach currently developing in conjunction with the opening of the Erie Shores residential home supporting chronic disease patients
- Expanding levels of diversity awareness and service by establishing community partnerships to those involved in servicing rural communities; Native Aboriginal, Inuit and Métis populations; homeless; and urban indigenous populations

Strengthening the foundation of The Hospice's financial and human resources by:

- Initiating the development of fund raising related to the four service streams of treatment
- Initiating the development of a plan to identify fund raising opportunities related to chronic non-malignant life altering diagnoses;
- Initiating the development of a revised approach to fund raising with clientele caring for those diagnosed with or those directly diagnosed with cancer
- Initiating the development of a human resources hiring plan addressing current and anticipated

SERVICE STREAMS

Chronic Life Altering phase – Survivor: **"Living UNTIL I am dying"**
 Chronic Life Altering phase – Palliative: **"Living WHILE I am dying"**
 Palliative phase - End-Of-Life: **"LIVING dying"**
 Bereavement phase: **"Living AFTER death"**