



2018-21 Strategic Plan

HOSPICE SIMCOE

Kelly Hubbard ED | January 15, 2018

Executive Summary

Hospice Simcoe is an outstanding organization with a stellar reputation and proud history. From the founding small group of women in 1987 whose vision was to support the dying and bereaved in their homes, to opening a ten-bed 24/7 end-of-life care facility in 2009, to being the first to receive HPCO both Community Visiting and Residential accreditation in Ontario in 2017, we have come a long way! As a community based hospice we are committed to the advancement of high quality palliative care delivery in Simcoe County. The established 2015-18 strategic goals were fulfilled with the:

- Home Visiting Program expanding to include a “Living Well Day Program” allowing those with a life threatening illness to gather in a supportive group setting.
- Residential Program available for paediatric palliative care and symptom management.
- Bereavement Program expanding to include one-to-one peer support and bereavement groups, as well collaborating to host a “child loss” memorial service.
- Fund Development Program successfully raising the annual 1.1 million dollar target through effective donor stewardship and new revenue sources! The Hummingbird Campaign project completed with the additional parking lot and outdoor space.

Values:

Compassion

Integrity

Collaboration

Innovation

Hospice Simcoes strategic direction for the upcoming three years was established by the Board of Directors during a facilitated session after being informed of community needs and regional and provincial goals. Hospice Simcoe staff had input into the areas of focus and brainstormed on how to make the vision a reality. Both the Board and staff identified that compassionate staff and volunteers, great reputation, generous donors and providing client centered care as our strengths, while agreeing that the stigma around dying and death, appearance of diversity, seamless transitions and lack of physical space are our areas for improvement.

In response to current community needs, regional strategies and provincial directions, this plan sets out what we must do to ensure the continued delivery of high quality palliative care. It describes what we aspire to do, building on key strengths, to transform excellence into greatness. The key strategic focuses and strategy map will underpin the many specific decisions we will make in the coming years about personnel, programs, facilities, and finances.

The entire team will work enthusiastically to ensure our success. Hospice Simcoe staff and volunteers continue to have a strong commitment to serve the citizens of Simcoe County in providing high quality palliative care and bereavement support. Guided by our values of compassion, integrity, collaboration and innovation will ensure successful implementation of the strategic plan.

MISSION, VISION & VALUES STATEMENTS

Hospice Simcoe's vision is to be a leader in palliative care, community and bereavement support through compassion, integrity, collaboration and innovation.

Our mission is to provide meaningful support to those touched by a life limiting illness, thereby enhancing quality end of life.

Values: Compassion, Integrity, Collaboration and Innovation

AREAS OF KEY STRATEGIC FOCUS

Hospice Simcoe will continue to provide more programs and services to more people by using the three areas of strategic focus:

1. **Marketing & Communications:** to reduce the stigma of dying, death and bereavement.
2. **Program Expansion:** to include our diverse community and obtain adequate space for programs.
3. **Fund development:** to raise enough funds to support our Mission.



PERFORMANCE SCORECARD

Hospice Simcoe's performance scorecard will describe the implementation of the above select key areas of focus and strategy map. The balanced scorecard demonstrates the overall success of the organization. The Board of Directors will receive a copy on a quarterly basis through the Board consent agenda.