



Strategic Plan

2022 - 2027

Approved:
By the Board of Directors on January 20, 2023

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January 20, 2023

Message From the Chair and the Executive Director

Hospice Muskoka has provided palliative and end-of-life support to residents of South and West Muskoka since 1995 through our outstanding volunteer programs. We have earned the trust of our community and have built a reputation of excellence for service delivery. Over our extensive history, we have formed valuable partnerships with community organizations and local government to help support the provision of services to the communities we serve.

The Palliative Approach to Care embraced by Hospice Muskoka is a method of providing care that honours the wishes of the person experiencing a life-limiting diagnosis. Hospice staff and volunteers walk beside a person and their loved ones throughout their journey. From the time of diagnosis, staying with them through the palliation period, end-of-life and the grief and bereavement process.

Hospice Muskoka is grateful to the Potts Family Memorial Foundation for partnering with us to construct our palliative care home, called Andy's House, which opened in October 2020. Andy's House is available to all residents of Muskoka Lakes, Bracebridge, Gravenhurst, and Georgian Bay Townships, including Wahta First Nation and Moose Deer Point First Nation and, by extension their families.

By working together Hospice Muskoka staff and volunteers have been able to honour the end of life wishes of dozens of clients over the past years. We have walked beside the people we serve and we have supported their loved ones throughout their journey. We look forward to enhancing both our community-based and our residential services in the coming years.

We believe that the Mission, Vision, and Values adopted by the Board will effectively guide Hospice Muskoka over the 2022-2027 period.

We hope you find our updated Strategic Plan informative, and we welcome and questions or comments you may have.

On behalf of the staff and volunteers of Hospice Muskoka,



John R. Sisson, Chair



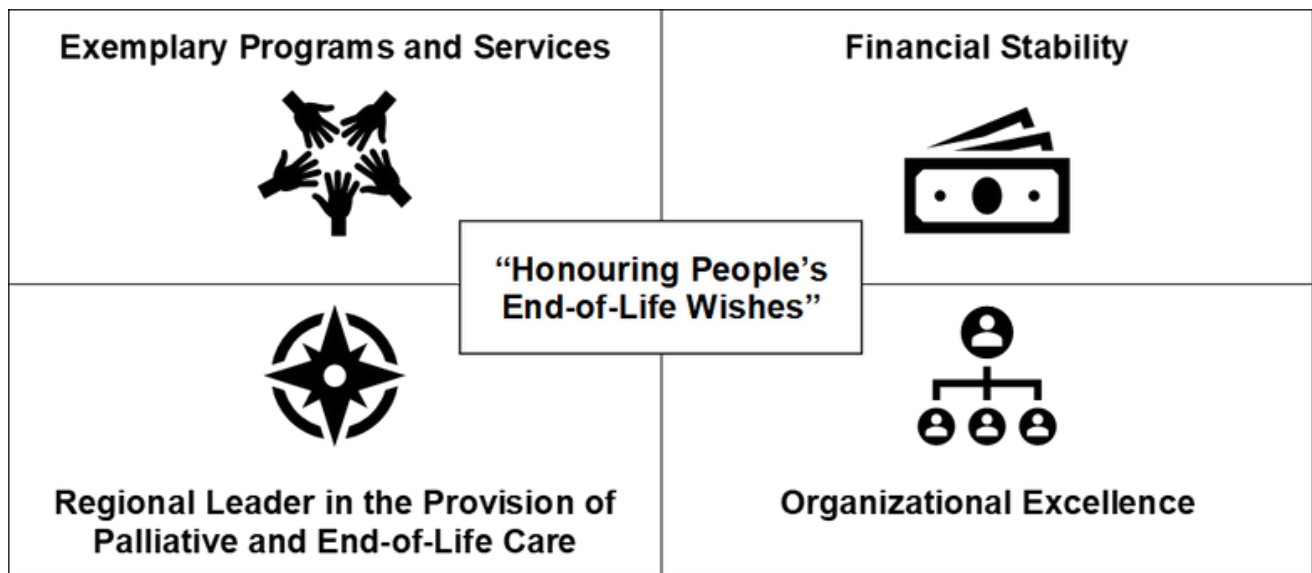
Donna Kearney, Executive Director

Executive Summary

The 2022-2027 Strategic Plan for Hospice Muskoka builds on the comprehensive planning process undertaken by the Board and staff in 2019.

Through extensive review and discussion, Hospice Muskoka has developed an updated Strategic Plan that recognizes the delivery of services at our residential hospice – Andy’s House and within the communities we serve.

Guided by our Mission, Vision and Values, the Strategic Plan sets out our Strategic Priorities for the next five years:



As set out in the Strategic Plan, Hospice Muskoka will achieve our Strategic Priorities through implementation of a series of Strategic Initiatives that will be the focus of staff’s work in the coming months and years. Staff will be reporting to the Board on a regular basis on implementation of the Strategic Initiatives identified and we look forward to updating our stakeholders on a regular basis.

We believe that the Strategic Plan sets out an ambitious plan for the continued delivery of excellent services for those whom we serve and for growth and development of a sustainable organization.

Building on our outstanding community support, we look forward to working with staff and volunteers to move Hospice Muskoka forward together.

About Hospice Muskoka

Who We Are

Hospice Muskoka provides palliative and end-of-life care for people in the South-West portion of Muskoka.

The services are provided by a team of health care professionals and dedicated volunteers who maximize comfort for people who are terminally ill by reducing pain and addressing physical, psychological, social, and spiritual needs.

Unlike other medical care, the focus of hospice care isn't to cure the underlying disease. The goal is to support the highest quality of life possible for whatever time remains.

What We Do

The services provided by Hospice Muskoka are grouped in two broad categories:

Community Services:

- Advanced Care Planning at time of diagnosis
- Caregiver Support and Respite Care
- Stories from the Heart – an autobiography platform
- Adult and Pediatric Grief and Bereavement Counselling and Support

Residential Hospice Services at Andy's House:

- End-of-Life Palliative Care
- Respite Care
- Pediatric Palliative Care

Our Purpose

Hospice Muskoka has provided compassionate palliative and end-of-life care of the highest quality to the people of South-West Muskoka since 1995.

The Palliative Approach to Care is a method of providing care that honours the wishes of the person experiencing a life-limiting diagnosis. Hospice staff and volunteers walk beside a person and their loved ones throughout their journey. From the time of diagnosis, staying with them through the palliation period, end-of-life and supporting the family through the grief and bereavement process.

Through our outstanding community-based and residential programs, we have earned the trust of our community and have built a reputation of excellence for service delivery.

Our Service Area

The catchment area served by Hospice Muskoka has a population of over 100,000 people. It encompasses the Town of Bracebridge; the Town of Gravenhurst; Georgian Bay Township; the Township of Muskoka Lakes; the Moose Deer Point First Nation; and the Wahta First Nation. Additionally, Hospice Muskoka provides supports and services for clients and their families from outside these areas.

Working in partnership with the Cottage Country Family Health Team, Hospice Muskoka utilizes a shared care model and shares electronic medical reports, making transitions through the healthcare system seamless.

Our Mission

The Mission of Hospice Muskoka is:

To walk with people on their palliative care journey.

Our Vision

The vision of Hospice Muskoka is:

A community where everyone we serve has access to the best quality palliative care and end-of-life experience

Our Values

The core values of Hospice Muskoka are:

Inclusion and Diversity

We are committed to inclusion, diversity, justice, equity, and accessibility. We strive to be an organization that is reflective of the needs of the community we serve.

Accountability and Integrity

We accept responsibility for our actions and honour the commitments we have made. We maintain the highest ethical and moral standards in accordance with professional standards of practice and accreditation in all our activities.

Compassion and Empathy

We act with kindness, consideration, and care. We seek to understand people's wishes and address them with compassion and empathy.

Respect and Dignity

We believe in the inherent worth of people and will honour our relationships with those who invite us to share in their lives. Respect is measured by how we treat each other, by the contributions that flow from our diversity, by the productivity of our relationships, and by the job well done, no matter what the job. We treat others with the highest degree of respect, dignity, and professionalism.

Excellence

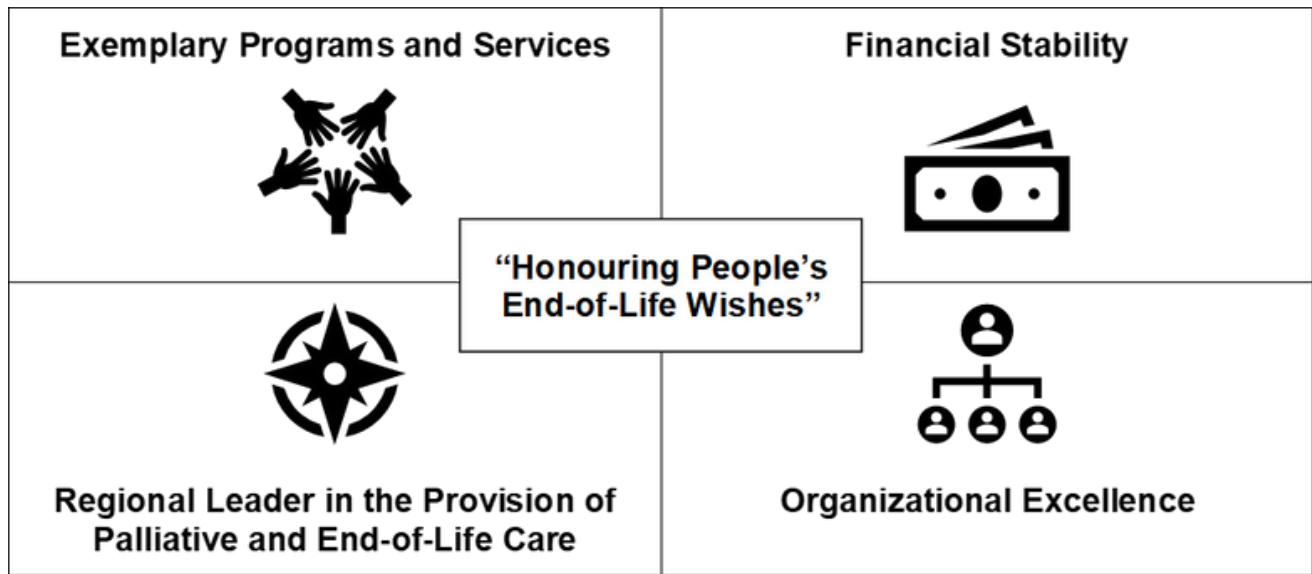
We achieve excellence by delivering the highest quality service, using evidence-based approaches, to meet the needs of the people we serve.

Leadership

We work with health system partners to enhance transitions of care and develop collaborative strategies to improve people's experiences. We work within the full scope of professional practice for all designations and provide an environment that supports continued employee and volunteer development.

Our Strategic Priorities

Focused on our clients and residents, and supported by our Mission, Vision and Values, Hospice Muskoka’s priorities for the 2022-2027 period are:



The Strategic Priorities established by Hospice Muskoka will guide the development of annual operational plans and budgets and will serve as a guide for the Board and staff for the five-year period covering 2022 – 2027:



Exemplary Programs and Services

Hospice Muskoka is committed to the delivery of seamless, evidence-based, high quality, palliative and end-of-life care, through a variety of programs and services, to meet the needs of our community.

We are committed to acknowledging and responding to the diverse needs of all members of our community in collaboration with other health care professionals and service providers



Financial Stability

Hospice Muskoka is committed to establishing a long-term funding strategy for all Andy’s House beds and for current and future community services provided by the organization.

We are committed to transparent fiscal management and effective risk management to ensure that every dollar received through funding and donations is used with integrity to deliver programs and services that meet the needs of our clients, families, and our community.



Regional Leader in the Provision of Palliative and End-of-Life Care

Hospice Muskoka will demonstrate regional leadership in the provision of excellent palliative and end-of-life care in our community. We are committed to working with the Muskoka and Area Ontario Health Team to plan for and implement seamless transitions in palliative care and efficient and effective health care delivery for Muskoka and area.

Having an outstanding collaborative, integrated, and holistic service model, we take pride in being recognized as a trusted leader in our sector. We uphold this trust by working in partnership with community partners and other hospices and by providing leadership at regional and provincial planning tables.



Organizational Excellence

Hospice Muskoka strives to be an optimal place to work and volunteer. We believe in providing a safe, caring, and supportive environment for our staff and volunteers through continuous investment in Human Resources and workplace wellness.

Through robust policies, procedures, and governance structures we are committed to ensuring that our staff and volunteers are equipped with the resources needed to continue to offer high-quality programs and services for our clients and their families.

Our Strategic Initiatives

Hospice Muskoka will achieve our Strategic Priorities through implementation of the following Strategic Initiatives:



Exemplary Programs and Services

1. Continue to strengthen and evolve existing programs and services, while exploring opportunities for new or enhanced programs and services to meet the changing needs of our community (e.g., MAID) and changing circumstances including exploring enhanced community partnerships.
2. Actively participate in planning discussions related to reform of the healthcare sector through the Muskoka and Area Ontario Health Team (MAOHT) and Hospice Palliative Care Ontario (HPCO) and Ontario Palliative Care Network (OPCN).
3. Integrate principles of constant quality improvement utilizing data collection platforms to ensure consistent measurement and evaluation processes are in place for all programs and services in compliance with HPCO Accreditation Standards.



Financial Stability

1. Engage with all levels of government for ongoing base funding to meet the continued community demand for Hospice Muskoka programs and services and consider new and innovative ideas for financial security routinely.
2. Continuously strengthen financial policies and processes to increase managerial accountability for departmental budgets and expenditures as a health care organization, and utilize robust financial management and reporting, providing continuous cyber security monitoring to maintain compliance with Canada Revenue Agency requirements for charities and donor management.
3. Evaluate fundraising, fund development activities, fundamentals of establishing a Hospice Muskoka Foundation, and exploring grant opportunities to ensure resource development goals are met.
4. Nurture strong relationships with donors and maintain a strong community profile through active communication and engagement.



Regional Leader in the Provision of Palliative and End-of-Life Care

1. Engage with all levels of government to advocate for a standardized approach for hospice in order to increase funding to meet regional and provincial needs/capacity and program delivery models.
2. Provide leadership to, and partner with, other rural hospices who are interested in reciprocal partnerships and who may be interested in adopting innovative approaches to palliative and end-of-life care in their communities, including continued advocacy for the Nurse Practitioner model.
3. Explore opportunities to partner with educational institutions, research projects adhering to the Ethical Framework previously approved by Hospice Muskoka, and community organizations that work with diverse populations and to host student learners across all disciplines.



Organizational Excellence

1. Develop, review, and maintain Administrative, Human Resource, Governance, Succession, Donor Management and Clinical policies and procedures to ensure they reflect current best practices and optimize the standards of care and conduct of the organization.
2. Provide training and professional development to build trust and understanding and to support mental and physical wellness for our staff, volunteers, and student learners.
3. Ensure seamless transition through the health care system for clients by using integrated electronic records and databases to improve statistical analysis, monitor impact, and support efficient reporting.
4. Enhance our public and media presence to build community awareness of Hospice Muskoka's role in caring for people who are dying and to normalize conversations around this natural passage through life.

Strategic Plan Implementation

Hospice Muskoka is pleased to launch this new strategic plan for the organization.

The Board of Directors commits to the following actions to ensure the successful implementation of Hospice Muskoka's new strategic plan:

1. Support management in the creation of an annual operational plan that identifies annual actions, key measures, and roles and responsibilities that support implementation of the Strategic Plan.
 - a. The leadership team will create the first operational plan by in the 1st Quarter of 2023 to guide development of the 2023-2024 Operating Budget.
 - b. The management team will identify items from the operational plan to be implemented in the next fiscal year as part of the organization's annual plan and will provide updates to the Board on a quarterly basis
 - c. For following fiscal years, new annual plans will be created with items from the operational plan.
2. Monitor and measure effectiveness of the operational plan semi-annually.
3. Continue to communicate progress to stakeholders on an annual basis.
4. Complete an annual review of the strategic plan to amend objectives and strategies if needed, and to ensure these are reflected in the annual operational plans and budgets. In 2026, the Board will conduct a thorough review of the plan and decide if a new strategic plan is required or if the timelines for the current plan should be extended.