

COMFORT • CARE • COMPASSION



---

# Hospice HURONIA

---

TOMKINS HOUSE

Strategic Plan 2023-2026

HOSPICE HURONIA – TOMKINS HOUSE

# Strategic Plan 2023-2026

---

Executive Summary

```
graph TD; A[Executive Summary] --> B[SWOT Analysis of Hospice Huronia]; B --> C[Priorities Identified & Current Environment]; C --> D[Timeline]; D --> E[Resources Required];
```

SWOT Analysis of Hospice Huronia

Priorities Identified & Current Environment

Timeline

Resources Required

# Executive Summary

If you look back to the last strategic plan for Hospice Huronia, you will see an inspired vision to build a 5-bed Hospice home for the North Simcoe Community. While the path to success took a COVID detour, the end result was accomplished; Tomkins House is a reality.

The time is now to look at the next 3 years. After careful consultation with community stakeholders, we know that the greatest need is to walk the path with individuals and their loved ones from diagnosis to death then into bereavement. To share the work of Hospice so that every family knows who to turn to for exceptional Hospice Palliative Care and Grief & Bereavement support. To become a magnet for staff and volunteers who are drawn to the mission, vision and values we share. We want to educate our team and invest in them so they feel valued but also so that they can mentor the next group of caregivers who will share a palliative approach to care. Remember, they will be caring for us!

We need to look for partnerships knowing that we don't want to duplicate services and we can work collaboratively with other organizations to help so many more people.

Hospice Palliative Care has reached a tipping point in Ontario as our collective voices have been heard and funding has increased; why? Because our work speaks for itself!

Hospices in Ontario receive the highest client satisfaction rates of all healthcare providers. Our services keep people in their own homes and out of the expensive healthcare system and allows people to die with compassionate care and dignity knowing we will be here for those they leave behind. While we deal with the dying process and eventual death of our clients, we are also saving lives as we support their loved ones. Everyday our programs and services are available at no cost so that anyone who is struggling can find a safe, non-judgmental space to grieve.

In 2024, Hospice Huronia will celebrate 30 years of caring for this community. It is fitting that the programs that brought us together in 1994, will be the future growth. Hundreds of volunteers spending thousands of hours sitting at the bedside, delivering structured bereavement support programs or simply being there as people experience the most challenging times of their lives is what the next 3 years needs to focus on. As we return to our roots and build off the awareness that Tomkins House has provided, we can reach more people, earlier and longer as they walk this journey. The four pillars outlined in this strategic plan, will guide us to full accreditation by Hospice Palliative Care Ontario and officially recognize Hospice Huronia as a centre of excellence for Hospice Palliative Care & Bereavement. Our community needs us and the time now.

# Strengths, Weaknesses, Opportunities & Threats

Strength	Weakness	Opportunity	Threat
Culture	Awareness	Filling gaps in grief	Post COVID agency services starting to increase in attendance
Mission	Understanding of Mission	Filling gaps in caregiver support	Impact on In Mem donations b/c of change in funerals practices
Vision	Misconceptions about what a hospice is	Growth of Day Programs	Loss of staff/vols to other orgs offering higher wages
Standard of Care	Occupancy Rate fluctuations	Additional Gov \$	Local Ontario Health Team instability
Professional Services	Unanticipated Change	Collaborating with H&CC or Modernization of Home & Community Care	Neighbouring Hospices moving quickly in new directions i.e. H&CC modernization proposal
Cross-Competencies of Team	Recruiting Volunteers	Growth of grief programs i.e. children/MAID families	Aging volunteer population
Volunteers	Volunteer Engagement	Education Sessions "Die-a-logues"	Unionization of nursing staff
Volunteer Engagement	Board Succession	Seminars	Resources to undertake accreditation
Improved Donor Database	Competitive Nursing Salaries	Updating the strat plan & build upon success	Board engagement
Updated Website	Media partnerships	Tours	
Financial stability	Aging volunteer pool	Donor Recognition	
High staff satisfaction	ability to provide "counselling" for complex grief clients	Land acquisition for growth	
High patient/client satisfaction	Space for growth	6th bed funding advocacy	
Partnership with Simcoe County Paramedics for alternative destination		Untapped donor potential	
Hike for Hospice		offer professional grief counselling	
Privacy Officer		Strive for HPCO accreditation of all programs	
Meditech project			
Leadership			

# Priorities Identified

Where we are



Where we are going



# Core Values

True or False (hint: they are all true!) ✓

- |  |   |  |  |
|--|---|--|--|
| All Hospice programs & services are offered at <u>NO Cost</u> ✓  | HH fills the gaps where professional counselling stops with peer-to-peer support for grief begins ✓ | HH is poised to partner with education i.e. PSW, Nursing, MD, Social Work, Marketing/Fundraising ✓ | HH robustly supports excellence in board governance and is a sought-after organization to volunteer (board & committees) ✓ |
| HH aspires to a leader in volunteer engagement & a sought-after organization to volunteer (direct service) ✓ | HH is 'magnet' employer & a sought-after organization to work ✓                                     | HH is a charity of choice & seen as a solid place where donations are valued & honoured ✓          | HH manages risk & is committed to obtaining HPCO Accreditation ✓   |
| HH has a growth mindset & seeks new opportunities to increase the # of clients/patients served ✓             | HH is financially stable ✓  | HH is a supportive partner & open to new opportunities within the community & region ✓             | HH is poised to manage growth in programming both financially & with human resources ✓                                     |

# Our Four Pillars

## Growth

- Program Offerings
- Volunteer Numbers
- Board & Committees
- Outcomes
- Funding
- Physical Space
- Education
- Mentorship

## Awareness

- Programs & Services
- Visibility
- Referral Process
- Education
- Partnerships
- Continuum of Care

## Accountability

- Accreditation
- Meditech Expense
- Stratim Analytics
- Performance Measurements
- Financial Transparency
- Operational Efficiency

## Wellbeing

- Patients, Clients & Family Satisfaction
- Volunteer Satisfaction
- Staff overall wellbeing
- A Magnet Employer

# Timeline 2023

## Goals & Outcomes

- All Staff & Committee Members assigned strategic oversight.
- Review existing programs and pilot new Day & Respite Programming.
- Adopt the Irish Model of Grief & Bereavement to increase the program offerings & number of participants and address complex grief needs.
- Advocate for 6<sup>th</sup> Bed funding.
- Assess facility requirements & research possible opportunities for physical space.
- Develop a comprehensive communication strategy for print & electronic messaging.
- Work with Home & Community Care to streamline referral processes and implement a “Supportive Care Coordinator” to navigate patient/client flow from diagnosis – death – bereavement
- Implement Monthly Die-Alogues
- Provide Educational sessions for staff, volunteers and the general public
- Identify partnerships with OHT, Central OHT Palliative Care Network, Georgian Bay Cancer Support Centre, GBGH, Community Health Centre, Indigenous & Francophone populations, other Hospices.
- Staff & Committee oversight of the Hospice Palliative Care Standards with individual Lead roles identified.
- Training on Meditech Expanse & Stratim Analytics platforms.
- Oversight of the survey process including rate of returns, focus groups, outcome measurements with comparisons to similar Hospice agencies.
- Preparation of a 3 year financial forecast.
- Operational efficiencies with delegation of tasks to the most appropriate staff member or volunteer.
- Focus on the overall wellbeing of all staff and volunteers with an emphasis on work/life balance, education, compensation package including benefits.
- Assess current satisfaction rates and review areas for growth & development.
- Engage higher education for placement opportunities and ongoing learning.



# Timeline 2024



---

## Goals & Outcomes

- 30 Years 30 New Volunteers! (Program/Board/Committee)
  - Implement full weekly Day Programming at Tomkins House
  - Offer Respite Care in home & Tomkins House.
  - Secure Ontario Trillium Foundation Funding for Capital & Grow.
  - Implementation of Meditech Expanse for both residential & community charting, reporting, documentation etc.
  - Implementation of Stratim to monitor risk & to measure outcomes of programs and services.
  - Streamline operations utilizing technology & staff and volunteer resources.
  - Staff and volunteer education and ongoing professional development.
  - Staff mentorship of RNs, RPNs, PSWs, Social Workers and other healthcare partners.
  - Preparation for "Community Hub" Building Capital Campaign.
- 

# Timeline 2025

## Goals & Outcomes

- Accreditation by HPCO for Visiting and Residential Programs.
- A Magnet Board of Directors.
- A Magnet Employer.
- A Charity of Choice.
- An education and experiential learning stop.
- Tomkins House is a Hospice Palliative Care Hub in the community with extensive Grief & Bereavement Support. From diagnosis to death and aftercare for those experiencing loss, Hospice Huronia is known as the experts in our field.
- Opening of the “Insert your name here” Hospice Community Hub!

## Resources Required

	\$ Required	Possible Funder
Pillar 1 - Growth	\$	
Pillar 2 - Awareness	\$	
Pillar 3 - Accountability	\$	
Pillar 5 - Wellbeing	\$	

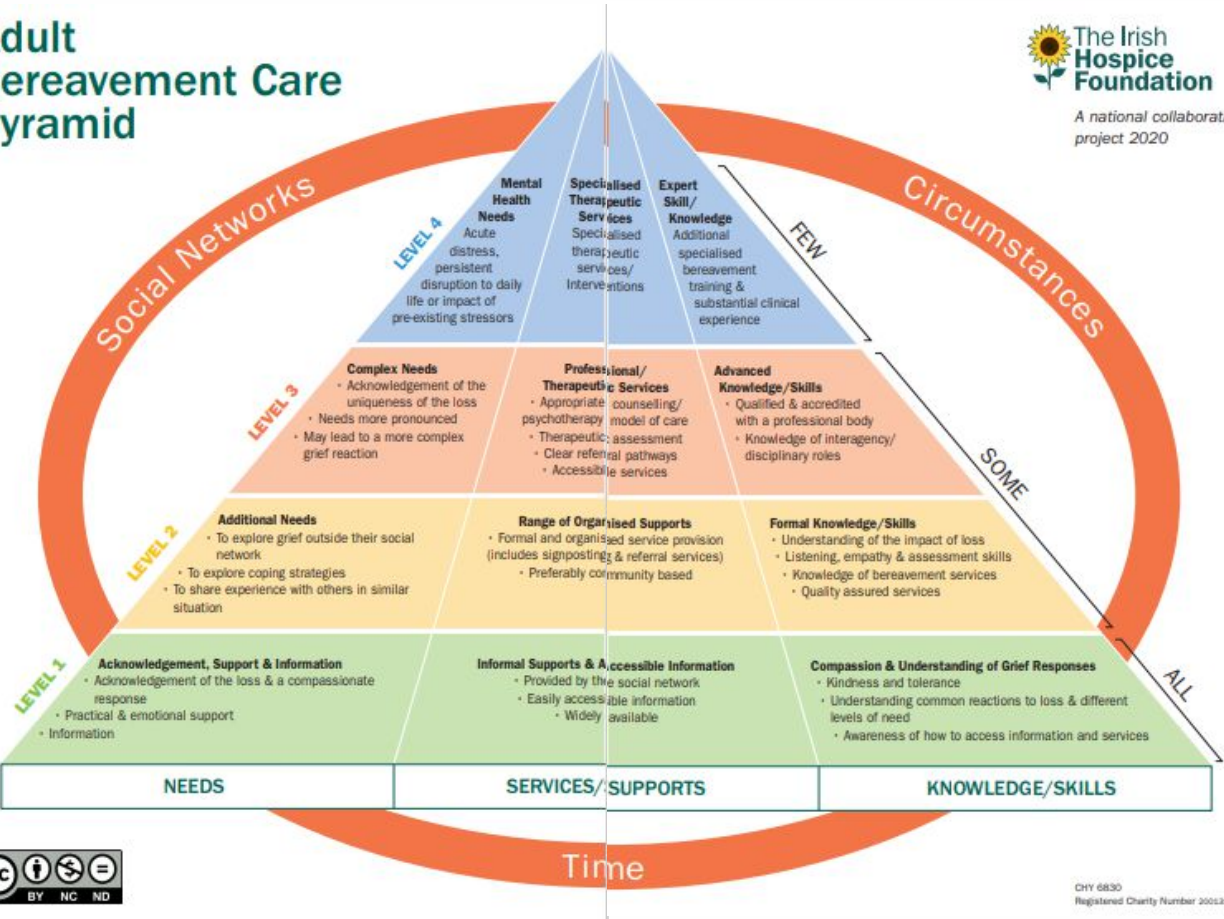
## Next Steps



---

# Additional Resources

## Adult Bereavement Care Pyramid



Grief & Bereavement has seen the greatest increase in demand in our community.

Historically, it is entirely funded by philanthropy.

The Irish Model is an option to help triage levels of bereavement & determine the staff resources required to meet the need.

Currently, HH serves level 1 & 2 through individual & group programs. All are peer-to-peer led by volunteers with lived-experience & HH training & support. Our Social Worker is responsible for overseeing all aspects of G&B.

In June 2023, the Minister of Health announced that funding for G&B will commence in the fall for the first time. This investment will allow us to significantly grow our programs to meet the needs identified in this plan.



## Additional Resources



Supporting the  
Quadruple Aim for Health Care

ONTARIO HEALTH'S  
QUADRUPLE AIM

## Terms

- Hospice vs. Palliative Care: Palliative care focuses on easing pain and discomfort, reducing stress, and helping people have the highest quality of life possible. Hospice care focuses on quality of life when a cure is no longer possible, or the burdens of treatment outweigh the benefits.
- NSOHT: North Simcoe Ontario Health Team
- Grief & Bereavement: Grief and mourning are part of the normal process of dealing with a loss. **Bereavement is the period of grief and mourning after a death of a loved one.**
- Charity of Choice: Hospice Huronia strives to show our donors that their gifts make significant impact and are managed in a transparent & accountable manner. Our hope is that we will become one of their favourite charities.
- Magnet Employment/Volunteer Opportunity: Feeling valued, appreciated and respected goes a long way in attracting and retaining good people. We are only as strong as those we surround ourselves with. Be it through competitive compensation, work/life balance, education and mentorship opportunities, HH aspires to be an organization that people are drawn to.
- Experiential learning: allows individuals to learn through firsthand experience. HH wants to offer an opportunity for exceptional education which will benefit our clients/patients, families and caregivers.

# Strategic Plan 2023-2026

## MISSION

Enhancing the quality of life for individuals and their families facing life threatening illness or bereavement.

## VISION

Offering comfort, care, compassion for individuals, their loved ones & caregivers, who are experiencing a life-threatening illness or grieving a loss



## Growth

**Objective: To increase the variety and frequency of programming.**

**We will:**

- Review our current offerings increase the volunteers and participants.
- Pilot new programs including Day Programs, Respite, Caregiver Support Programs, Grief & Bereavement specific groups.
- Review existing physical space and determine needs for the next 3 years.
- Increase our ability to measure and report accurate statistics using technology to demonstrate our impact.
- Increase our ability to influence education and mentorship opportunities to promote a palliative approach to care.
- Diversify our funding sources and look to broader engagement with potential funders.

## Awareness

**Objective: To leverage the visibility that Tomkins House has brought to Hospice Huronia and elevate the understanding of Hospice, Palliative Care, Grief & Bereavement.**

**We will:**

- Increase the number of community engagement & education sessions.
- Educate all stakeholders and community members regarding the referral process to access all programming offered by Hospice Huronia.
- Create Partnerships which will showcase Hospice's unique and specialized programs and services.
- Inform our community about Hospice's continuum of care which walks a person, their family & friends from diagnosis, death and bereavement.

# Strategic Plan 2023-2026

## VALUES

### We believe:

- All Hospice Huronia programs and services are offered free of charge.
- That volunteers bring a unique set of life experiences to share with others and support professional staff members.
- That a focus on continuing education and mentorship is vital as we grow our current team and inspire the next generation of caregivers.
- That striving to become a “magnet” for professionals and volunteers to lead our work and to help them feel valued is vital.
- That all donations and government dollars are used in an accountable, transparent and responsible manner to inspire people to choose hospice as a charity of choice.
- That the standards set forth by Hospice Palliative Care Ontario are a benchmark worthy of our attention and that they will guide our exceptional care and support.
- In a non-judgment, safe environment where dignity and respect are vital.
- That We are only as strong as our people.

## Accountability

**Objective: To provide an exceptional level of oversight and governance which mitigates risk and focuses on transparency and responsibility.**

### We will:

- Obtain Accreditation status from Hospice Palliative Care Ontario.
- Utilize technology and human resources to create organizational efficiencies.
- Utilize technology to measure key performance indicators and ensure we continue to meet goals and standards.
- Attract and retain professionals both staff and volunteers with diverse skills to oversee all operations.

## Wellbeing

**Objective: To focus on every individual's unique needs including those with a life-limiting illness and their loved ones, those who are grieving and our team of professionals and volunteers.**

### We will:

- Ask questions of all stakeholders and encourage their feedback to learn and grow.
- To offer support and resources fostering good coping skills, work/life balance and strong self-care strategies to enhance the physical, emotional and spiritual wellbeing of our people.
- To invest in our people through education and competitive compensation that help them to feel valued.