



Bruce Peninsula Hospice

Strategic Plan 2014-2019

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Introduction

Bruce Peninsula Hospice (BPH) was established in 1995 as a grassroots volunteer organization, started by local citizens concerned with the care and support of families and individuals coping with life-threatening illness and bereavement. For seven years, BPH functioned under the umbrella of the Grey Bruce Palliative Care Hospice Association (GBPCHA). In 2006, with some changes in GBPCHA, Bruce Peninsula Hospice chose to return to its roots and operate as a distinct organization. With the receipt of a very generous bequest, and the successful application for incorporation, Bruce Peninsula Hospice Inc. was born in December 2006 and charitable status was received in July 2007. Bruce Peninsula Hospice is proud to have maintained its status as a volunteer organization for 17 years, and to have added one staff person hired in October 2012.

A highlight for the organization is the annual awarding of the June Callwood Circle Award to a volunteer who has made a meaningful contribution to the organization and to hospice care in the Bruce Peninsula. It also has recipients of the Ontario Service Awards and the South Bruce Peninsula and Northern Bruce Peninsula Volunteer Awards.

In the fall of 2007, BPH began its first organizational strategic plan by hiring a facilitation consultant to guide them through the process. The organization has remained committed to strategic planning. It has conducted an extensive strategic planning exercise every three years. A facilitated review and formal update is completed in the intervening years which provides the organization with an annual implementation plan based on the direction established in the most recent Strategic Plan.

As of December 2014, Bruce Peninsula Hospice Inc. had 74 members, and 54 volunteers, including 33 client care volunteers, three administrative volunteers, eight volunteers serving only on committees, and a 10-member Board of Directors which governs the organization. There is one paid employee, the Manager of Volunteer and Outreach Programs. Bruce Peninsula Hospice is a member of the Hospice Palliative Care Ontario (formerly HAO), and has achieved and maintains Level 1 and Level 2 accreditation with this organization.

The Process for the Strategic Plan 2014-2019

Environmental Scan

Before creating a strategic direction and work plan, the Bruce Peninsula Hospice Board requested that an environmental scan be conducted. Relevant data were collected so that the strategic planning team's decisions would be informed by an understanding of internal and external issues that could impact both the present and future work and function of the organization. This information was reviewed prior to the first of two strategic planning meetings, at which time the team created its three-year strategic plan for Bruce Peninsula Hospice. (This was later extended to a five-year plan.)

1. Internal Review

This section of the environmental scan included a short review of the progress made by Bruce Peninsula Hospice. As well, in a series of surveys, stakeholders were asked a number of critical questions. Their feedback was then plotted into a grid representing the organization's strengths, weakness, opportunities, and threats (SWOT).

Internal stakeholders survey sources:

- Board Member Evaluations - 10 responses of 10 members
- Volunteer and Member Survey – 17 responses of 43 sent
- Volunteer Survey Recap 2013-2014

External stakeholders survey sources:

- Community Colleague Survey – 10 responses of 19 sent
- Caregiver Survey Recap 2013-2014

2. External Trends and Impacts

This section of the environmental scan included trends and new approaches in hospice palliative care (nationally, provincially, and locally) and demographic implications of the target population. Key documents used in the analysis and the involvement of key hospice palliative care organizations are outlined in Appendix A and Appendix B of the *External Trends and Impacts* document.

Strategic Planning Meeting – October 24, 2014

Fifteen people met for four hours to work on the strategic plan. The facilitated process took the group through the following topics:

- Pre-meeting preparation: Personal vision for BPH; top five choices for BPH's strengths, weaknesses, opportunities, and threats (SWOT)
- Review of mission statement
- Desired outcomes for clients, caregivers, families, community, and volunteers
- Visioning activity – Focus question same as in pre-meeting exercise
- Successes to celebrate, both external and internal
- Performance relative to last year's strategic objectives
- Analysis of BPH's strengths, weaknesses, opportunities, and threats (SWOT activity)
- Identification of strategies requiring action
- Next steps
- Feedback

The meeting produced a list of 14 critical areas of focus.

Facilitator: Mariella Vigneux

Recorder: Margaret-Ann Brennan

Strategic Planning Meeting – December 3, 2014

A team of 12 people gathered for four hours to create the implementation plan portion of the strategic plan. The process involved the following steps:

- Pre-meeting preparation: Review of critical areas of focus; top five choices
- Overview of implementation planning
- Consolidation of the 14 critical areas of focus into five overall goals
- Agreement on wording of five overall goals, and ranking of them by importance and by degree of implementation difficulty
- Brainstorming of goal implementation steps for top priority goal: strategies, action steps, three-year timeline, who is responsible, and performance indicators (large group activity)
- Brainstorming of goal implementation steps for the other four goals (small group activity)
- Next steps
- Feedback

The outcome of this meeting was a set of suggested implementation plans for each of the five goals, to be achieved during the next three years. These suggestions were provided as material for the various committees and subcommittees to further develop into a comprehensive implementation plan.

Facilitator: Mariella Vigneux

Recorder: Lisa Mille

Strategic Plan 2014-2019

Mission Statement

Bruce Peninsula Hospice Inc. is committed to providing compassionate, non-medical care by trained volunteers for families who choose end-of-life care and/or bereavement support.

Organizational Values

We believe:

- that the client/volunteer relationship is based on respect for the client and family's culture, diversity and choices;
- that the hospice volunteer is a member of the interdisciplinary care team in meeting the needs of the client and family during illness and following death;
- in recruiting and helping volunteers to develop through training, ongoing education, and support; and,
- in ensuring access to service in all areas of the Bruce Peninsula.

Five Goals for 2014-2019

1. Volunteers: To recruit, educate, support, and monitor volunteers to ensure sufficient numbers to achieve BPH's mission (Ranked: Importance #1; Difficult Implementation)
2. Organizational capacity: To enhance a healthy organizational structure to allow BPH to work within and increase its capacity (Ranked: Importance #2; Easy Implementation)
3. Community: To increase awareness and collaboration within the community (Ranked: Importance #3; Easy Implementation)
4. Program development and evaluation: To develop/improve/deliver quality programs responsive to clients, caregivers, and community needs, and to evaluate results (Ranked: Importance #4A; Moderate Implementation)

5. Financial: To ensure BPH continues to be financially stable (Ranked: Importance #4B; Moderate Implementation)

Next Steps

1. Bruce Peninsula Hospice receives implementation plan from strategic planning meeting of December 3, 2014
2. The Board looks at the big picture to differentiate between ongoing maintenance strategies and development strategies
3. Implementation plan is distributed to appropriate committees prior to January or February 2015 meetings
4. Cross-pollination meeting in February 2015 for agreement on key priorities
5. Committees develop draft budgets by March 2015 Board meeting
6. Annual budget is approved by end of April 2015

Supporting Documentation

- *Environmental Scan – External Trends and Impacts* (with attachments):
 - *Driver Diagram – HPC, July 29, 2014*
 - *SW Regional HPC Pathways – Future State*
- *Environmental Scan – Internal Review*
- *Volunteers and Members Survey 2013-2014*
- *Volunteer Survey Recap 2013-2014*
- *Community Colleagues Survey 2013-2014*
- *Caregiver Survey Recap 2013-2014*
- *Report – October 24, 2014 Strategic Planning Meeting* (includes feedback)
- *Summary of Feedback – December 3, 2014 Strategic Planning Meeting*
- *Three-Year Implementation Plan* (Example - Volunteer Goal)

Implementation Plan 2014-2019

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
Volunteers Goal 1: To recruit, educate, support, and monitor volunteers to ensure sufficient numbers to achieve BPH’s mission								
Strategy 1: NEW Establish a recruitment ad hoc committee of 3-5 people to focus on recruitment strategies	Steps for Strategy 1: <ul style="list-style-type: none"> • Discuss at Board and committee level to reassign members to ad hoc committee; specify limited timeframe • Identify Board representative • Recruit ad hoc committee members as required • Define scope of activity 	X					Board, and Committees Board Board, Office and Committees Recruitment Ad Hoc Committee	Identify Board liaison by Board meeting March 2015 Ad hoc committee with 3-5 members by April 30, 2015 May 2015
Strategy 2: NEW Recruit volunteers to ensure the ongoing sustainability of BPH programs	Steps for Strategy 2: <ol style="list-style-type: none"> 1. Do needs analysis - Identify the skills needed 2. Develop list of volunteer positions needed for recruitment 3. List criteria for each volunteer position 4. Develop list of recruitment type strategy 5. Develop steps for each type 6. Coordinate these implementation steps with other committees 	X		X	X	X	Recruitment Ad Hoc Committee, Other Committees + Recruitment Ad Hoc	Needs analysis with targets sent to Board, Fall 2015 Criteria Lists and Steps Late winter 2015-16 Spring 2016

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
Strategy 3: NEW Recruit three Board members yearly to ensure the ongoing sustainability of the Board	Steps for Strategy 3: 1. Identify the skill bases needed on the Board so that targeted recruiting can occur 2. Establish process for discerning/contacting potential board members 3. Use various means to ID potential board members (i.e., conduct Board brainstorming for personal contacts) 4. Have Board Chair or designate invite potential Board members to participate (put names forward)	X					Need special meeting of the board for timeframe The Board, collectively and Recruitment Ad Hoc Committee	A list of needed skills identified by May/June2015 3 new Board members by 2015 AGM
Strategy 4: Priority Deliver effective volunteer education	Steps for Strategy 4: NEW 1. Develop new in-house course 2. Continue with Supplement Fundamentals as an interim strategy 3. Do needs analysis to identify areas requiring additional support 4. Define education requirements for each volunteer type 5. Continue with Comfort Measures 6. Develop Annual Plan of Education (workshops and conferences) + budget NEW	X	X				Manager and Volunteer Comm.	Course ready for use Gaps identified and covered 2015 Plan for each volunteer type for education needs Plan for education
Strategy 5: Provide volunteer support	Steps for Strategy 5: 1. Set up a mentorship program and provide mentorship during the first year for new volunteers 2. Identify a professional counsellor to provide one-on-one support if a serious issue arises 3. Provide Coordinator support for volunteers 4. Provide Manager support for coordinator		X				Manager and Volunteer Comm. + Client Care Coordinators	Program and Evaluation Outline L of U with Counsellor Mthly report Mthly report + minimum 12

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		
	and volunteers 5. Hold support meetings	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing		meetings Mgr + CCC /year 8 support meetings/year
Strategy 6: Maintain health & well-being of volunteers	Steps for Strategy 6: 1. Schedule self-care workshops 2. Monitor adherence to Policies and Procedures 3. Questionnaires/interviews with volunteers 4. Regular phone and email communication 5. Develop terms of service for chairs/coordinators NEW		X	X	X	X	Manager and Volunteer Comm. CC Coordinators Accreditation Comm.	Workshop scheduled Annual survey & interviews Mthly report CCC Terms & Service approved by board
Organizational Capacity								
Goal 2: To enhance a healthy organizational structure to allow BPH to work within and increase its capacity								
Strategy 1: Priority NEW Develop and/or review job descriptions for all personnel and volunteer positions	Steps for Strategy 1: • Get Manager to write her job description as she sees it • Review current job description to look for gaps and ensure congruence with needs of BPH • Rewrite job description, if necessary • Create office volunteer descriptor • Create committee member descriptor	April April May May May-June					Manager Staffing Ad Hoc Committee Mgr + Staffing Ad Hoc Comm. Recruitment Ad Hoc Committee Recruitment Ad Hoc Committee	1-Draft staff position description/Manager 2-Staff position revised per Ad Hoc Committee 3-Revised, Board approved final copy Office job description Committee member description with Board approval

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
Strategy 2: Priority NEW Develop HR policies and procedures to support BPH staff and evaluate job performance	Steps for Strategy 2: 1. Review other hospices and non-profits re: their HR policies 2. Create the HR policies	May					Staffing Ad Hoc Comm. + Manager Staffing Ad Hoc Comm. and Accreditation	1-Review completed 2-Board approved HR policy
Strategy 3: ONGOING Continue to review and develop Policies and Procedures to further the organization's capacity	Steps for Strategy 3: 1. Follow plan for renewal of policies and procedures 2. Update forms as necessary Create new policies and procedures as per 2014 plan	X	X	X	X	X	Accreditation and Board Accreditation and Board	Ongoing monthly check-in at Accreditation/Board meetings to review and update policies, procedures, and forms
Community								
Goal 3: To increase BPH awareness and collaboration within the community								
Strategy 1: NEW Survey volunteers to see their link to other community organizations and groups (combined with other survey purposes)	Steps for Strategy 1: 1. Survey volunteers with two questions: a. What groups do they belong to? b. What groups do they think would be receptive to speakers? (New volunteers asked at time of intake) 2. Discuss with volunteers the best approach to use in presenting to their group 3. Explain the different roles of volunteers in BPH	X			X		Manager, CC Coordinators Volunteer Comm Mgr Volunteer Pgm Community Educ. Committee	# of outreaches # of connections made
Strategy 2: NEW Connect with the other organizations and	Steps for Strategy 2: 1. Develop a new script to describe Hospice Volunteer Visiting	X					Community Educ. Committee & Vol.	X outreaches

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
groups in the community	2. Consult with Speakers Bureau for the BPH information 3. Collaborate with groups to form connections (Cape Croker, medical, cultural, service groups); find out more about Royal Canadian Legions 4. Continue attending medical rounds in Wiarton and Lion's Head; consider family health team in Sauble	X	X	X	X	X	Committee & All.	X connections
Strategy 3: NEW Deepen the community conversation about living fully to the very end	Steps for Strategy 3: 1. Develop program about living fully to the end 2. Target groups (identify) 3. Deliver program		X				Community Educ. Committee & Vol. Committee & All	# of programs delivered and increasing from Years 3-5
Strategy 4: Do more work in the area of SBP outside of Wiarton as we did with the NBP	Steps for Strategy 4: 1. Seek funding 2. Review the process that we did in NBP 3. Look at the work in SBP 4. Identify the gaps	X X X	X				Manager Community Educ. Committee & Vol. Committee & All	\$ received # of invitations in SBP
Strategy 5: Refresh our promotions materials	Steps for Strategy 4: 1. Review all promotional materials 2. Determine if they align with the strategic plan and with our actual activities, e.g., brochure re: bereavement 3. Place articles in the local media and on BPH web site	X X		X X		X X	Community Educ. Committee & Vol. Committee & All	Ordering of new material Development of newly required material Board approval # of articles (local media, web site)

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
Program Development and Evaluation Goal 4: To develop/improve/deliver quality programs responsive to clients, caregivers, and community needs, and to evaluate results								
Strategy 1: NEW Develop caregiver program	Steps for Strategy 1: 1. Identify what caregiver support currently exists in the community 2. Create a Gap Analysis Log a. Survey CC volunteers b. Survey caregivers 3. Analyze results from Steps 1 and 2; develop next steps and prioritize 4. Pilot # 1 priority and identify who will implement	End of 2015	X	X	X	X	1 - Manager 2 - Ber. Comm. – dev. questionnaire 2 - Mgr + CC Coord. – survey distribution 3 - Ber. Comm. 4 - To Board to decide	Report to Board
Strategy 2: ONGOING Continue delivering and measuring effectiveness of programs for clients	Steps for Strategy 2: 1. Evaluate a) Bereavement programs – survey/evaluations b) Client care programs – survey/evaluation	Yearend	Yearend	Yearend	Yearend	Yearend	Bereavement Comm.	1a – Annual report to Board
		Yearend	Yearend	Yearend	Yearend	Yearend	Volunteer Comm.	1b - Annual report to Board If a score is consistently less than 4 in a survey section, determine corrective measures

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
Strategy 3: ONGOING Provide support for bereaved children and youth	Steps for Strategy 3: 1. Provide support to caregivers/parents 2. Provide support in schools according to need 3. Evaluate 1:1 training needs to respond to Steps 1 and 2 4. Provide training identified in Step 3, annually 5. Determine capacity and training needs required to provide 1:1 support for children and make a recommendation to board as to whether this should be considered	X X X	X X	X X	X X	X X	Bereavement Comm.	Supports/programs delivered according to needs identified Report to board
Strategy 4: ONGOING Continue bereavement support groups	Steps for Strategy 4: 1. Increase accessibility to support groups by providing day and evening groups 2. Consider supported transportation 3. Ensure coordinators contact-bereaved families after 6 months to assess needs and refer to groups and/or 1:1 bereavement support 4. Identify additional facilitators (possibly from support group participants) 5. Develop & offer facilitator training 6. Assess need to hire a facilitator annually, as needed, beginning with Year 2	X X X	X X	X X	X X	X X	Bereavement Committee	Day and evening programs offered to meet client needs Decision made about supported transportation Enough trained new facilitators to meet the demand Support groups able to meet community needs
Strategy 5: Support resources for community	Steps for Strategy 5: 1. One article for newspapers on grief topic 2. Update/revise (already printed) bereavement pamphlet yearly, as needed. 3. Continue to develop pamphlets on subjects, i.e., grief, loss of pet, stillbirth	X X X	X X	X X	X X	X X	Bereavement Committee	Newspaper article yearly Bereavement pamphlet kept current New issue-based pamphlet written yearly

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
Strategy 6: ONGOING Continue One-to-One Support Program	Steps for Strategy 6: 1. Continue to develop policies 2. Ensure all referrals reviewed by Manager and Bereavement Chair 3. Continue training 1:1 volunteers 4. Assess need for volunteer bereavement coordinator annually 5. Continue 1:1 monthly debriefing and urgent debriefing as needed. 6. Provide emergency contact numbers for 1:1 volunteers and 1:1 clients; update as needed	X	X	X	X	X	Accreditation Committee, Manager, Bereavement Chair, Bereavement Comm.,	The majority of volunteer satisfaction ratings show a rating of 4 out of 5 Continues as a healthy, viable program If a score is consistently less than 4 in a section of a survey, determine corrective measures
Strategy 7: NEW Promote bereavement services	Steps for Strategy 7: 1. Letter/conversation to professional health care providers re: services staged progression with follow up 2. At year end assess client:volunteer ratios to determine further promotion	X	X	X	X	X	Bereavement Committee	Satisfactory client:volunteer ratio at year end
Financial								
Goal 5: To ensure BPH continues to be financially stable								
Strategy 1: NEW To prepare one five-year sustainability plan/forecast or vision for revenue and expenditures based on goals identified in strategic plan	Steps for Strategy 1: 1. Complete detailed 1st year budget 2. Create forecasts for Years 2-5 strategies (once strategic plan complete) 3. Prepare 5-year revenue projections based on goals and expenditure budgets prepared 4. Prepare 5-year forecast to be presented to Board for consideration, revisions to plan	April					Committees & Board Treasure/Manager Manager & Finance Comm. Finance Comm., Treasurer, Manager,	1) Board approval complete 2) Forecasts completed by June 2016 3) Revenue projections completed by 2016 4) 5-year forecast presented to Board by 2016

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
	and acceptance 5. Review plan each year.	X	X	X	X	X	Board Same	5) Motion of acceptance of plan at Board Meeting by January each year
Strategy 2: NEW To realize growth each year on funds invested.	Steps for Strategy 2: 1. Meet and review investment portfolio with advisor at 6 months and 12 months. 2. Review investment strategy (approved 2009) and revise as appropriate NEW 3. Determine how often investment strategy is reviewed NEW 4. Continue to research investment decisions to make highest return	X X	X X X	X X X	X X X	X X X	Treasurer, Finance Comm. Treasurer, Fin. Comm., Board Treasurer, Finance Comm. Treasurer, Finance Comm.	1) Two meetings with advisor each year 2) Motion to accept any revisions if applicable 3) Board motion or bylaw change 4) Return within reasonable range of market performance for a conservative portfolio
Strategy 3: NEW To grow donations and fundraising revenue each year.	Steps for Strategy 3: 1. Create a graph with last 3-year review 2. Develop and implement an annual giving program 3. Continue and grow Hike and Raffle activities 4. Recruit one Major Gifts volunteer and develop Major Gifts program.	Aug. X X June	X X X X	X X X X	X X X X	X X X X	Manager Manager Manager, Hike and Raffle, Committees Manager, Treasurer, Board, Volunteer	Present to Board # of appeals sent, # of responses received # of hike participants # of teams # of raffle tickets sold 1 volunteer recruited # of prospects identified

Strategy	Steps to Achieve the Strategy	5-Year Timeframe 2014-15/2015-16/2016-17/2017-18/2018-19					Who is Responsible	Performance Indicator – how you will know the strategy is complete
	5. Continue to promote and develop Local Legacy Program	X	X	X	X	X	Manager, Board, Volunteer Manager	# mtg. to cultivate support # of meetings with lawyers, financial planners, and bequest prospects
Strategy 4: NEW To monitor revenue and expenditures annually	Steps for Strategy 4: 1. Perform a 6-month review of budget each year (revenues and expenditures) and propose adjustments as required to Board 2. Implement cash flow strategy and review quarterly	X X	X X	X X	X X	X X	Committees, Board, Manager. Treasurer, Manager	Motion of Board once per year to approve adjustments as appropriate 4 cash flow meetings / reports